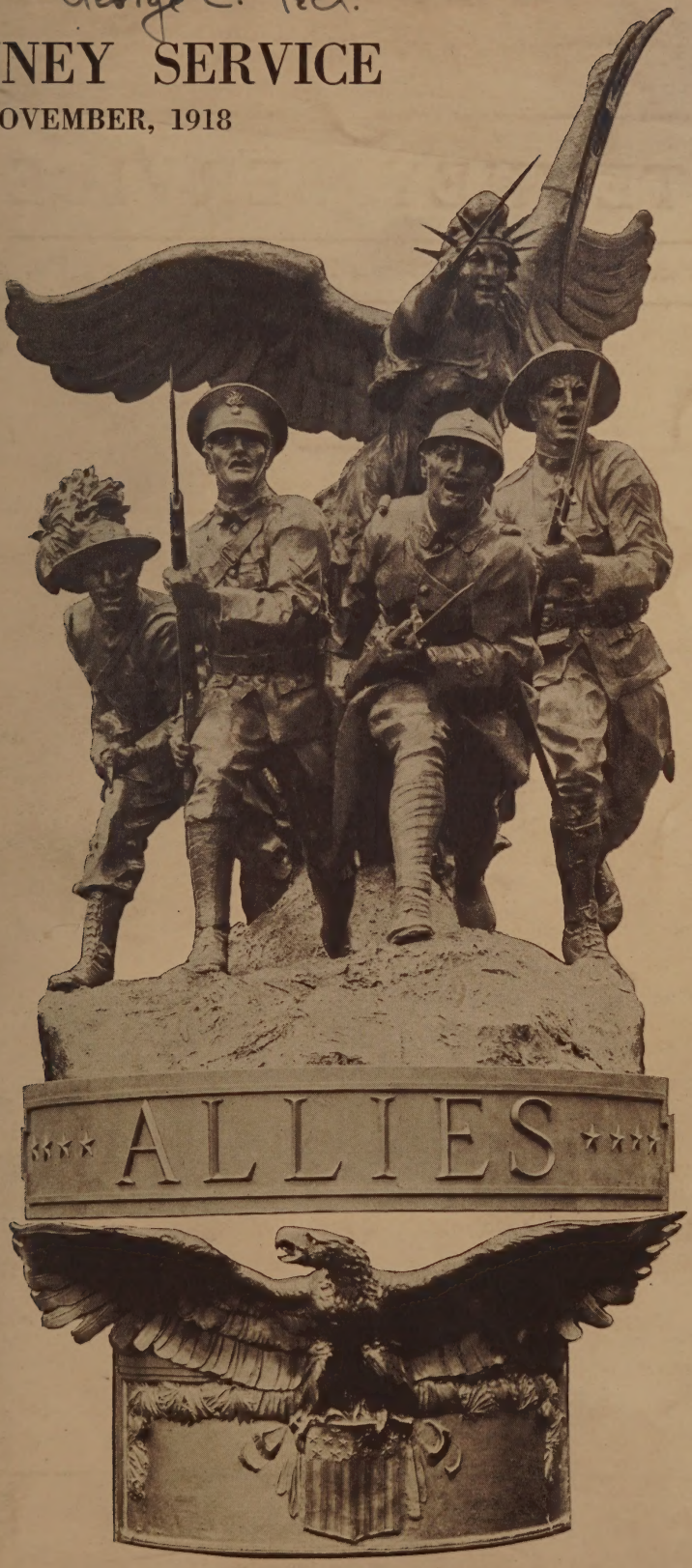
George E. Teel.

TENNEY SERVICE

NOVEMBER, 1918



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TENNEY SERVICE

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G. A. Rust, *Managing Editor.*

LIEUT. CHARLES F. KILPATRICK

An appreciation by Arthur W. Peel, "Y" Secretary, 103d Infantry, 26th Division

Lieut. C. Kilpatrick is very modest and apparently willing to talk of anything except his own exploits.

It was my good fortune to be attached to the same regiment (103d Infantry) to which he was attached. I was the first man he met when he struck the training area in France. I had never met him over here, but I made myself known to him, and we became more or less chatty. From then on, from October until the time he sailed for home, I was in close touch with him. When he went to the Officers' School, however, I lost touch of him.

When he first reached France, he was Adjutant in one of our battalions and it was through the very trying experiences of last winter that he shouldered the responsibility of trying to make the boys comfortable. What little they had, was due largely to his efforts.

Battalion Adjutant is, in reality, the Clerk for the Commanding Officer—the Major. He does most of the clerical work and it is not an easy job. He gets all the complaints and practically runs the battalion, writing all orders but signing the Major's name, of course.

Lieut. C. J. Kilpatrick

The work last winter was particularly difficult and Lieut. Kilpatrick certainly made a success of it. Anyone who knows of the conditions met by the American troops last winter will understand.

After returning from the Officers' School in Vignot, a change of sectors was made. Here he was put in charge of a platoon of his company. It was in this capacity that he went through the Chateau Thierry push with our fellows.

We were twelve days holding the front line and then we pushed them eight days—twenty days in Hell. That is simply all it was, and anybody who went in there and came through, especially a line officer or a line private, is a hero. That fight was the worst thing imaginable.

I was at Regimental Headquarters when he was taking his leave from the Colonel. He was highly commended on the work he did in the Chateau Thierry push.

From all I could learn, there is no question but that he did mighty good work. The Colonel spoke very highly of his services as a leader of men. He certainly made good.

THE CHATEAU-THIERRY DRIVE

By Lieut. Charles J. Kilpatrick, Fitchburg Gas & Electric Light Co.

My division, known as the "Yankee Division," was the first National Guard Division to arrive in France and the first American Division to take over a Divisional Sector. I was connected with the 103d Infantry. This regiment was made up of troops from Maine and New Hampshire and was commanded by Col. Frank Hume.

During the advance of the Hun on Paris in the month of May, this Division was then in line on the Toul sector. This is where the big American offensive is now going on.

Two divisions of American troops were rushed from another sector to stop the advance. These divisions not only met and stopped them but drove them back for twelve kilometers. It was rather galling for us to read the French Communique of the brilliant work of the American troops and we did not even have a look in.

From Feb. 1st to August 1st the "Yankee Division" had been on three fronts and before the battle of the Marne, had received two citations from the French for their good work.

Lieut. Chas. J. Kilpatrick
In Overseas Uniform

About June 28th we heard that we were to be relieved and sent for a badly needed rest to a rest camp situated near Paris. We were husted into box cars and started toward Paris. On the route the "buddies" were planning how they would spend their leave. Some had written out cablegrams to send home for money. They meant to buy new uniforms and "swanker up" generally and see Paris in style. Others were content to see some good shows and sleep in a real bed the first time in a year.

We reached Petit Paree and saw the Effeil Tower in the distance. Here is where we expected to rest. We stopped temporarily and we expected to unload but instead of unloading, they switched us on to another track and started us out in another direction. We passed through the city of Meaux (the high water mark of the German advance in 1914). By this time the boys knew that instead of going for a rest, they were going to make a relief near Chateau-Thierry. They were so sore that if they had been sent up to the lines that night they could have cleaned up the whole Boche army.

We detrained about 4 P. M. and marched until nearly dawn the next morning. All that day we rested in the woods just in the rear of the American artillery positions. That night we fell back on a town called Mantielsur Marne. With the exception of a few old people, this town was deserted. This town is beautifully situated on the Marne River. Its population consisted chiefly of retired Paris merchants, painters, artists and tourists. The buildings were nearly all chateaux. The inhabitants fled in a hurry, leaving only personal effects behind. That night our men slept in feather beds the first time in a year.

We spent three days in this town enjoying ourselves, playing baseball or swimming in the Marne. The night before the Fourth, the officers of B and D Company had a little blow-out. This was the last get-together, because the next day we received orders that we were to make a relief and some of these fellows were killed a few days later.

During our stay here we were "fed up" with wonderful stories of the two American Divisions then holding the line. The inhabitants told us how the Boche broke through the Senegalese and the Americans were rushed up to the lines in trucks. They told us to hold this line at all costs. The Germans were forming on the Metz-to-Paris Road to ride right into Paris in motor trucks or marching in a column of squads. It was here that they met the Americans and the Americans not only stopped them, but drove them back in disorder.

Probably one of the worst moments of a man's life (after he has been there awhile) is when he is going up in the lines to make a relief; the happiest is when he is being relieved and is going to the rear. We were to relieve the Marines and they cheered us up with such stuff as to the large number of machine guns and heavy artillery the Boche were using. How we couldn't fight anyway and it would be only a matter of a few days before they would be up to relieve us again and give the Boche another trimming. Their kidding got rather rough and resulted in some fist fights. Frenchmen standing around thought that we

had come up to trim our own troops instead of the Boche.

The First Battalion took up its position in the front line; the Second Battalion in support and the Third Battalion held in reserve with Reg. Hdq's. at Lucy-le Bocage.

The first line was a hell hole. It was a trap set for the Boche if he tried to break through. Instead of holding a ridge of woods like the Germans thought we were doing, we held a wheat-field at the foot of the ridge. This meant that for eighteen hours a day, the men of this Battalion had to lie flat on their stomachs or backs and did not dare to stick their heads up because a German would be sure to open up a machine gun on him. They were under constant shelling and hardly a night passed that they were not gassed. Food could only be brought up at night and this meant only one meal a day. A man was restricted to one canteen of water per day and was very lucky to get that. The wounded and dead could be evacuated only at night. This was very demoralizing to their comrades because when a man is wounded, we always make an effort to evacuate him even under heavy shell fire.

The Battalion in support was a little better situated as the woods offered us a good camouflage. We had no time to build dug-outs, so every man dug his own little hole. This resembled a grave about six feet long and four feet deep, and offered good protection except from a direct hit. Every night the Germans were sure to comb the woods with high explosives and two nights in succession they gassed us with mustard gas. These were rainy nights and very favorable for mustard gas. We stood "stand to" all night long, wearing our gas masks. Owing to very good gas discipline, we only had two men slightly burned.

During our stay here, I got stuck for a very unpleasant job, that of burying the dead. These men had been dead for about ten days, and in France a body decomposes very rapidly. The only way we could approach these bodies was by wearing our gas masks. The Marines must have fought very bravely here because every time we found a dead Marine, we would find two or three dead Boches. Most of them were stuck with the bayonet.

About the twelfth of July I received orders to report to Regimental Headquarters as Regimental Signal Officer with the Infantry Signal Platoon. This assignment pleased me very much as many of my friends who had reported to the regiment from the first training camp had been wounded, gassed or "gone west" and I figured that it was getting near my turn. The Signal berth sure is a "cushy" one. You dine at the Colonel's mess, visit the front lines if you feel inclined and it is optional whether you go over the top or send a sergeant.

About the twelfth of July we received word that General Foch was to start a big offensive and straighten out the big bend. The 26th Division was slated to start this offensive, and the Third Battalion was slated to make the attack for the 103d Infantry.

About four in the afternoon, with the Signal Lieutenant from the Signal Corps, we worked out the part that the signal platoon would take. Certain men were designated as operators, some to work optics and others to string wire.

I had the choice of directing the work from the "jumping off" place or going over with the troops. I had never been in an offensive, so I chose to go over with the troops.

Zero hour was set for 4.35 A. M. We started to form at midnight. The night was very dark and we had to keep hold of the man in front of us so as not to stray away from the rest of the Battalion.

I have been asked many times how a man feels in battle. In a battle, a man is so busy that he hasn't time to think of what will happen to him. While a man is waiting for the order to go over the top, then it is that life looks very sweet to him. I know that night I said more prayers than I ever did in my life before. It was a perfect morning for the attack, just hazy enough to screen our movements from the enemy. We got started in fine order, the men extended in waves four deep with the Signal Platoon bringing up the rear.

Shortly after we started, my troubles commenced on account of the lack of preparation, the twin wire we were to use was sent down in coils instead of reels. We started to reel it out and found it all snarled up. This had to be unsnarled under the German barrage. The Infantry fared much better. They got away in perfect form and did not meet any resistance until they arrived in the town of Torcy and here they met a strong group of Saxons consisting of about seventy-five men. After a little resistance they took these men prisoners. They then proceeded into the town itself, "mopping up" stray groups of Boches as they went along. On reaching the town, the Infantry immediately commenced to dig in. We set up an optic station and sent back the following message: "Objective Reached." This message was also sent back by carrier pigeon. About a half hour later, we installed our telephone and on trying to use it, found that the wire was cut. All this time a terrific bombardment was going on and it was almost impossible to cross the wheat-field that we had crossed a half-hour before. But communications had to be kept up and from time to time, it was necessary for men to crawl through this wheat field and splice up the broken wires. We were out of luck for a home. We would no more than get located in a cellar than the Germans would blow our house up for us and we would have to dig ourselves out.

About 4 P. M. on July 20, we received word that a French Division would pull off an attack in our immediate front. We climbed into an old attic and watched them for four hours. It is a great deal more interesting, though not as exciting, to watch the other fellow. They formed for the attack in broad daylight and did not seem to be very excited. The Frenchman goes into battle with his overcoat on and with about sixty pounds on his back. The American goes in with his rifle and bayonet and two bandoliers of ammunition. Nothing else. He trusts to luck and figures that the German will leave in a hurry and leave his food and most important, his beer, behind. Here is where our telephone line came in handy. The French ran into a nest of machine guns in the woods and could not advance until these were put out of commission. So, they used our line to get into communication with our heavy artillery to "strafe" them out. The

artillery made quick work of the guns and made it possible for the Infantry to advance. Unlike our troops, the French march into an engagement at a little better than a walk. Our troops, being so much younger, seem to want to get this kind of business over with quickly and rush in.

On the morning of July 22, I received word to proceed to a certain place and attach myself to an Infantry Company that had lost heavily in officers. We received word that we were going to make an attack. We formed on the edge of some woods and got ready to attack a wheat-field where we knew that the Germans were located. Our artillery lay down a heavy barrage and when it lifted, we went over. It is the policy of the German to work a machine gun as long as he can, then, when he is about to be captured to yell, "Bon Camarade." Our men would not stand for this, but would make him pick up his rifle and fight it out with the bayonet. They figured they were perfectly safe because every American knows that in a hand-to-hand fight, he is better than three Germans.

We rested on the night of July 22 and on the twenty-third, we went over again. This attack was to be made along with the French on the town of Tpieds. The Germans had massed their machine guns behind hay-stacks and as we advanced, they opened up on us. Here is where I got that which every American is supposed to get before he dies. That is—three Germans. We fought over this field all day. As soon as we would put one machine gun out of commission, another would turn up. At dusk, we received word that we had taken our objective and were to be relieved by another American Division. This was received with great joy by the men, because we had fought for six days, averaging about one meal a day.

During my stay in France, I have never seen an act of cowardice on the part of any American. I have seen men badly wounded rushing forward to get the Boche that got him. One particular case I remember was where a Lieutenant of my Regiment was wounded in the leg, but still kept on directing the work of his men. The next wound was in the ankle and the last shot made a dent in his "tin derby." He lay down and sighted his rifle and got the sniper who tried to get him. When the stretcher bearers came to carry him off, he told them to carry off men who were more badly wounded than he was. This is the spirit of all the Americans in France.

On the 30th of July, while in support, I received notice that I was to be sent home as an instructor. This is the first time that I have ever been really frightened. Lieutenants and Sergeants that I knew personally, had received the same order the previous week, but had begged to be allowed to go through the big offensive. Some of them never came back. I figured that the last shell was for me and I felt very uncomfortable until I was really started on my journey home.

Could Use Own Judgment

Contributed by E. A. Harris, Montpelier

First Porter: "Uncle Sam cain't make me fight."

Second Porter: "No, Uncle Sam cain't make you fight; but he kin git yer, and take yer where de fightin's at, and let yer use yer own judgment."

BUSTED SUSPENDERS LOOKED MIGHTY FINE

But Jerry Wondered Why all the Salutes Kept Coming

From *The Stars and Stripes*, France, June 7, 1918

Jerry never could wear a belt. He couldn't keep the necessary nether garments properly supported without suspenders. So suspenders he had—a fine ornate pair of galluses, designed and embellished by his Aunt Melinda down in Middle Haddam, Conn.

They were some galluses. Like the shad which haunts the waters of the mighty river beside which they first were inflicted on the world, they shone in the moonlight.

On this particular night one of their supporting arches had busted clean in two, while Jerry—who was on permanent K. P.—was bending over to lug a heavy pail of water. Nothing daunted, Jerry strung the one remaining faithful gallus from his left hip up over his right shoulder and back down again to his left hip. Thus equipped, with an extra hitch to make sure, he sallied forth into the night.

Snap! and Snap Again.

Snap! In the half-light of the moon, then just coming up, a passing dough-boy saluted him.

Snap! The sentry at the gate of the French cantonment brought his rifle up to present arms. But as Jerry didn't know the difference between the French present-arms and the carry-arms of the old, old manual, that didn't bother him at all. It bothered the Frenchman, though, for he expected to have his carefully executed salute returned in good style.

SNAP. The Yank sentry on No. 1 post rattled his rifle up to the perpendicular with a slam of palm on wood and leather that could have been heard a mile. It woke Jerry from his reverie. He looked; sure enough, there was one of his regiment's old sentries presenting arms at him!

"Is you bugs or wot!" he demanded, indignantly. "Whonell d'youse think I am? Th' old man? If you say I am, I'll crown you!"

"Wh-wh-why, sir!" spluttered the sentry, who was quite green and scary, "I-er-I-er-well, my orders is to s'lute all officers and—"

"Do I look like one o' them birds?" queried Jerry, vindictively, coming menancingly nearer.

The sentry could see. His blush put to shame the now full moonlight.

"Aw, shucks," he muttered sheepishly, "I thought you had on a Sam Browne!"

MANUFACTURE OF BACHITE AT THE SPRINGFIELD GAS LIGHT COMPANY'S PLANT

With the more extensive use of gas shells and the rapid increase of the Allied Armies, the War Department found that the quantity of cocoanut shells available for filter material for gas-masks was not sufficient to meet the demand.

A substitute made from a high grade of anthracite coal was discovered by Mr. Batchelder, a chemist, connected with the Bureau of Mines. In May, this department of the government approached the officers of this company with a request to use one of our vertical retorts for experimental purposes to see if this new material called "Batchite" could be manufactured in sufficient quantity.

The experiments of the Bureau of Mines with our vertical retorts proved a failure, but upon the sug-

gestion of Mr. Burgi, a test was made in our inclined benches and the material made, was of good quality.

The War Department then ordered 40 tons of the material to be delivered by July 4th, a second order was received for 60 tons. Since these first orders were received the War Department has sent a Lieutenant and a considerable force to handle the production of this material for which all of our inclined retorts are now being used.

The extensive construction work necessary to provide crushing and screening apparatus, and storage for this material has taken up considerable space in our crowded plant. The elimination of our inclined house as a gas producing unit has necessitated the use of our water gas machines to their capacity. However, we are very glad of this opportunity to assist the government in so important a branch of war activities and only hope to be able to give the public uninterrupted service in spite of our curtailed capacity.

THE KAISER AND MR. LINCOLN

(From *The New York Times*)

A letter written by the Kaiser to a German woman who has lost nine sons in the war is now going the rounds of the European press. It is particularly interesting to Americans because of its sharp contrast to the famous letter of President Lincoln to Mrs. Bixby during the American Civil War. The Kaiser is "gratified" and sends his photograph. Lincoln was grieved, and it did not occur to him that his picture would relieve the desolation of Mrs. Bixby.

The Kaiser's Letter

"His Majesty the Kaiser hears that you have sacrificed nine sons in defence of the Fatherland in the present war. His Majesty is immensely gratified at the fact, and in recognition is pleased to send you his photograph, with frame and autograph signature."

Frau Meter, who received the letter, has now joined the street beggars in Delmenhors-Oldenburg to get a living.

Lincoln's Letter

"Dear Madam—I have been shown in the files of the War Department a statement of the Adjutant-General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle. I feel how weak and fruitless must be any words of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering to you the consolation that may be found in the thanks of the Republic they died to save. I pray that our Heavenly Father may assuage the anguish of your bereavement and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom.

(From *The Boston Post*)
Contributed by C. R. Hayes, Fitchburg Gas & Electric Light Co.

The man or woman who cannot see that this war is creating a new work, new duties, and a new conception of our relations with each other is blind to all the signs which lead to the future. He who looks upon the war as a mere incident, just a lapse in his career, will find himself a stranger in a strange land for the rest of his life. The old America, the old world, the old idea of every man for himself is extinct.

At the Front

AMERICAN TAR COMPANY

Mr. J. E. McGuire was called for military duty on May 31st, and is now located at Camp Jackson, South Carolina, holding the position of Acting Mess Sergeant.

(From *The Circuit*)
Contributed by J. D. Bond, C. H. Tenney & Co.

DON'T SAY:
"When This War Is Over."

SAY:
"When We Win This War."

THE BRISTOL & PLAINVILLE TRAMWAY COMPANY

(From the *Bristol Courant*)

Private Anthony Penda of Company D, 102d United States Infantry, has been located as a prisoner in a detention camp at Lemberg, Germany. A telegram to this effect was received by his father, Michael Penda, of No. 97 South Elm Street, this city. The message was signed by R. Chappell, European correspondent for the American Red Cross, and was sent from the headquarters of the organization in Washington. Penda is 19 years old. He had previously been reported as missing in action during the battle of Seicheprey, April 21.

EXETER & HAMPTON ELECTRIC COMPANY

Our former meterman, Lieut. Hilliard, writes from the front, copy of which is here enclosed and is very interesting.

A. E. F., France, July 29, 1918.

Dear Percy:—This is some paper from the pack of a dead German, whom we killed in the second battle of the Marne. Perhaps history won't know this particular struggle by that name, but indications are that this late defeat for the Germans is the beginning of a long setback for the Kaiser. Our colonel is so pleased with the good showing made by the 38th Infantry, when for nine days we held back some of the crown prince's best, that he said yesterday afternoon, "Have all your men write home all they have done and every place they have been since leaving the United States. The folks at home have a right to know everything."

Since I haven't written you since coming to France, perhaps it would be well to review the whole trip as well as I can remember it. When in Kingston at Christmas time, there was one thing of which I was certain: that was, we were soon to go across, for we had a good bit of training. So a few weeks after getting back to camp the order came through for our advance school detachment to entrain for New York City February 17. After staying at Camp Merritt about a week, we were ordered to go aboard our transport at Hoboken on February 27. So after spending a few happy days in the big city and seeing all the popular shows, we had to bid farewell to such merriment to partake of something more serious.

Our boat was the old Kaiser Wilhelm II, which for a long time held the Trans-Atlantic record. It was nicely fitted up as a transport, and gave us a dandy trip across. That boat has a considerable roll in moderately rough sea, for it is so long and narrow. We ran into extremely rough sea the seventh day out. The waves rushed right over the boat deck; so for a few days those of us who were not seasick had a wonderful time. Later came the "Sub" alert. We had plenty of drills and one

good false alarm to keep everybody on their toes. A while before sighting land our convoy of three picked up a number of destroyers to guide us in. Then on a Sunday morning we emerged from a dense fog and sighted land. Could I describe the old world as it appeared that morning you would see a pretty picture. The rocky coast, green fields, torpedo boats running alongside, forts and aeroplanes, made Brest look like a quiet country village livened up by wartime activities.

Our trip by rail across France was most pleasant. We finally landed in Chattilon-Sur-Seine, where a month's schooling helped us to learn the art of warfare as taught in France.

By this time the regiment was over here and making their way to the billeting area for more training. From school I went to the little town of Montribourg to make arrangements for our company. In this little place we underwent a thorough training. During the last six months we had with our regiment the most fighting colonel the army has ever seen. He said that if he could get a good saluting regiment, he would never fear about their fighting qualities. That he got, for the 38th Infantry become the best saluting regiment in France. By the showing we made lately we believe that Colonel Castner was right.

During the spring the Germans started one offensive after another. Their offensive of the latter part of May was so near a success that our division suddenly got ordered to the front to stop the Boche, who had broken through between Soissons and Rheims. So instead of Decoration Day being one of rest, it was a busy one for us, for we had to start for the scene of action. By the time we arrived all had become quiet, although some of our units had been engaged.

So we dodged around here just south of Chateau-Thierry for over a month. Part of the time we were on the front line, other times in reserve, but continually under shell fire. If you will notice the strip of the Marne River which divided the two armies in June and early July you will see the place where we spent many anxious hours previous to attack. We knew just the day the Germans were coming over, and just how they were coming over. A few days before the 15th our regiment was sent into the most important position on the Marne. It was across a large valley where the Surmelin River flows into the Marne. Right here is a large strip of level country with high hills on either side and in front of us.

July 14 is a holiday with the French, with us, too, this year. At just twelve, midnight, there came on us the severest bombardment of high explosive and gas shells that the Germans had ever used in the war. It lasted five and a half hours, all of which we had to keep on our gas masks.

Then came the attack. The Boche expected to find us all dead. He got the surprise of his life, so in place of advancing six miles the first day as he had planned, sunset that night found thousands of Germans dead within a mile of the Marne. The 38th Infantry is the only regiment, either French or American, that didn't fall back. So for the next four days we fought to our front and to both flanks. That was a pill the Crown Prince couldn't swallow, so he was forced to withdraw across the Marne, thence to the old line on the Aisne River. It would take several hours to tell all that happened in those four days we held the Germans back, and a much longer time to tell how we chased them across the river and up over the hills toward the Aisne.

In all, we were in contact with the Germans for nine days. We cared not whether we ate, and, of course, got very little sleep. Just lived on excitement. I thoroughly enjoyed it and am sure many of the men did. It was an exaggerated hunting trip for me. Surely you or George would enjoy it, too.

The best time of any for me was the day I took 50 men out to locate their line in the woods. We soon found them in large numbers, exchanged shots for fifteen minutes, then withdrew without having a man hurt. We shot at least ten of their men, so gave them quite a little party. This open warfare in the woods is new to them. They think we are a pack of wild Indians.

Just one week after the first bombardment it was the American troops who were crossing the river. The Germans were retreating in not very good order, for we captured several prisoners and took many machine guns.. All this could not be done without casualties. Were it not for so many familiar faces missing, the whole affair would seem like a

dream. While we were doing our best in the little section we occupied, other units were fighting hard along the whole front attacked. We felt the whole world had no little interest in the outcome. So hard did we work and so much did we accomplish that the regiment has been given the Croix de Guerre by the French general, besides getting two citations.

That was our first experience. Surely we will not meet another more severe. As long as we can have a colonel full of fight, we need not worry about making a faint showing. So much for what is happening in the valley of the Marne. From all reports Americans are wild with enthusiasm and stand right behind us.

Your letter came while I was in a nice little dugout on the hill, where we first got into the scrap. Surely it was a pleasure to read a letter from you under those conditions.

Besides the many incidents of that battle I will never forget, I have a few very good souvenirs, such as two German pistols, a pair of field glasses, and many other little tropies. Americans are great souvenir hunters. I could bring along many if I had the means to carry them. With best wishes to all, I remain, your cousin,

LEON W. HILLIARD
First Lieutenant, 38th Infantry.

John A. McAdams writes that he has arrived safe in France, and likes the country and climate very much.

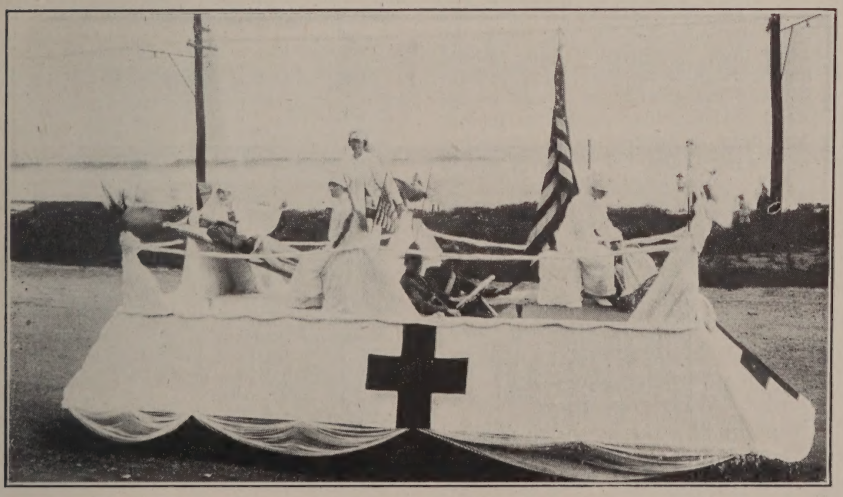
Harry McBride, our former truck driver, is expected home on a furlough soon. He has been located on the Mexican border.

The Exeter Red Cross Chapter was represented in the parade at Hampton Beach Red Cross Day, and, of course, won first prize in the float section. Truck and work on it was donated by the Exeter & Hampton Electric Company and employees, which the following letter explains:

"MY DEAR MR. BAXTER:

"Let me thank you and the Company which you represent, on behalf of the Exeter Chapter, for the remarkable success you made of the Exeter float at the Hampton Beach festivities today. It is fine that we have in town people who can and will do this kind of a thing in such a fashion that everybody gets a little shock of pride from the local achievement in which we all claim the right to share. May I ask you to convey the thanks of the Exeter Chapter to the men who helped in the performance?

"Sincerely,
"A. T. DUDLEY, *Chairman.*"



Float of Exeter Chapter Red Cross decorated by Exeter & Hampton Elec. Co.

Lieut. Kilpatrick Home from France

(From *Fitchburg Sentinel*, Aug. 23, 1918)

Fresh from the battlefields of France, where the battalion which he led relieved the Marines in the biggest and most fiercely-fought drives in the world war, July 18 to 24, Lieut. Charles Kilpatrick, son of Mrs. Charles Kilpatrick, Norwood Street, arrived home Wednesday night.

He brings with him the best of news and good cheer to the parents and relatives of Fitchburg boys over there, for he left them all in the very best of health and spirits, despite the fact that many of them are right in the heart of the most terrific fighting the world has ever known.

He came over with 300 other officers of the various divisions of the army, all of whom, after a seven-days' furlough, will report at training camps in this country, he to report to Camp Dix, N. J., for further orders. After instructing recruits now in training in the method of warfare carried on in France he will go back to the front with the new divisions which will soon be going over.

Lieut. Kilpatrick was a member of Co. D, 6th M. V. M., for several years previous to the outbreak of the war. He was one of the members of that company sent to Plattsburg, where he received his commission as second lieutenant August 15, 1917. In September of the same year he went across with some of the first American troops. He has been in service in the trenches since February, and has seen service in practically every sector from the north to the south of France, and has a fund of interesting information about the life and experiences on each.

As is well known by his host of friends and acquaintances, Lieut. Kilpatrick is of a modest and retiring disposition and was extremely reticent when asked about battles in which he took part. He was enthusiastic in his praise of the boys in his command.

We have received word from a Fitchburg man located in one of the large Base Hospitals that one of our boys, Ulysses Forest, had been treated at that hospital. The message reads: "He had been gassed and had a slight shrapnel wound in his right leg. He was well enough on the following day to be moved to a big A. R. C. Hospital. His regiment advanced 16 kilometers the first day they went over the top."

Our former Storekeeper, Henry G. Savageau, recently paid us a visit in his brand new uniform, just after receiving his commission as a Lieutenant. Lieut Savageau is now located at Camp Devens, although he seems anxious to go over to the other side.

Word has been received that Private Lloyd Marshall, formerly in our Appliance Store, and Sergt. Frank S. Wright, Solicitor in our New Business Department, have arrived safely overseas.

To Be Exact

A recruit, on night guard duty for the first time, observed a shadowy form approaching. Following his instructions, he cried:

"Halt! Who goes there?"

"Shut up!" a husky voice replied with some impatience. "I ain't going; I'm coming back."—*Exchange.*

Ensign: "See the Captain on that bridge, five miles away?"

Gun-pointer: "Aye, aye, sir."

Ensign: "Hit him in the eye with a 13-inch shell."

Gun-pointer: 'Which eye, sir?" —*Exchange.*

HAVERHILL ELECTRIC COMPANY

Fred F. Hall has enlisted in the Aviation Section of the Naval Force.

FRED F. HALL.

Harry E. Whittaker, who is with Co. F, 104th U. S. Infantry in France, was wounded in the drive of July 22nd.

H. E. WHITTAKER

Corporal Paul L. Murphy is with Co. B, 315th Ammunition Train in France.

We received a letter from Private C. G. Kennedy, who is stationed at Regimental Hdqrs. Det., 14th Engineers Railway, France, who states: "After nearly one year behind the English lines, we are now with our own troops and are eating American rations for the first time." Mr. Kennedy states that on August 7th he had a visit from Sergt. Jack LaBelle, who is with Battery A, 102nd F. A. Kennedy also speaks of meeting a brother of W. F. O'Regan, our Chief Engineer, and says he received a letter from R. F. McDonald, who states that he is getting along fine. A letter arrived from Private Harry E. Whittaker of Co. F, 104th U. S. Infantry, France, who was wounded in the drive of July 22nd. He states that he has just been dismissed from the hospital for the third time. Private Whittaker states that the German prisoners say the food problem is terrible in their army, as well as in the interior of the country, and from his observation he should say that German manpower is fast diminishing; there is hardly a day goes by without the Allies take any quantity of prisoners. Whittaker wishes to give his best regards to all of his former assiciates, with good luck and prosperity to the Haverhill Electric Company.

A letter has been received by Timothy W. Murphy of Haverhill, father of a former employee of ours—Corp. Paul L. Murphy, who is with Co. B, 315th Ammunition Train, France. Corp. Murphy speaks of his fine trip across

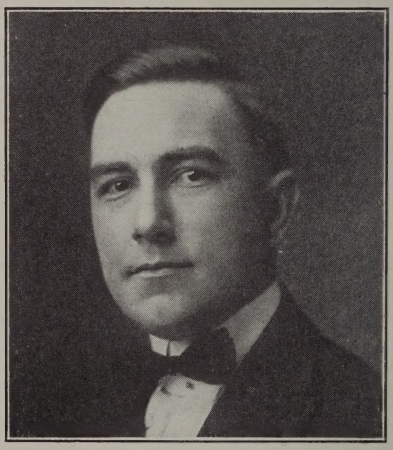
the water, and says that he is enjoying good health and having the experience of his life.

CAPT. F. L. BALL.
Photo taken recently in France.

Capt. Ball's Quarters in France.

Private Daniel Hegarty writes that his company (Co. L, 23rd Engineers) has been at the front almost two months, and they are beginning to talk like "Civil War vets." He states that Private Edward Walsh is with him and that he is the life of the company.

Private Ernest N. Prevost writes that after seven long months at Kelly Field he has been transferred to Fort Omaha, Neb. He attended telephone school and has been assigned to the Trouble and Repair Crew.



P. L. MURPHY.

R. F. McDonald, better known in this neck of the woods as "Old Mac," formerly Resident Engineer at this plant, is also over there and writes that while he is not getting any practice at pool, he is playing a good hand of cribbage. Salem papers please copy.

MALDEN ELECTRIC COMPANY

Louis Thomas and J. J. McAdams have recently gone into service. Thomas is at Camp Devens, 4th Co., 1st Battalion, Depot Brigade; and McAdams is also at Devens in the same company.

We have added two more stars to our service flag for Mr. Louis Thomas, formerly truck driver for our Line Department, (Mr. Thomas is now stationed at Camp Devens, Ayer, Mass.), and Mr. MacAdams, switchboard operator who left for Ayer at the same time. He is now stationed in the 12th Battalion, Officers' Training School. These boys carry with them the well wishes of their former associates.

On August 12th we received a letter from our friend, Peters. Mr. Peters is now located in France. Peters started his military training at Camp Devens. Some of the abstracts taken from his letter are as follows:

"It seems like a dream to me to find that I am in England. I have made this trip not only without expense to myself but I got paid for it. I am all right. I have seen London, in which city there are more women and children than I ever saw before in my life. When the war is over I shall come down to the office and tell you about it by the hour. I have seen aeroplanes and warcraft but no tanks yet. I love to watch the little destroyers and I would like to take a trip on one of them when it is out for a record. I went through an Abbey which is a thousand years old. Would be very glad to receive letters."

H. C. Hitchcock.

From George A. Muse, Company F, 312th Engineers, Camp Dix, N. J.: "There is a bunch that came in three or four weeks before our crowd and we are informed that we are to be drilled hard until we catch up to them. Since seeing you last, I have done a little bit of everything, using pick, shovel, making streets, digging trenches, helping in the kitchen, washing dishes, table waiting, but so long as each one of us do our bit, there is no kick. The grub is pretty good, but once in a while my stomach goes bad, but why worry, about a little thing like that. I am the only one of the Malden, Melrose and Wakefield boys who came down in this quota. There are a lot of clothes for me to wash so I will have to say good bye. Letters gratefully received."

On Saturday last, we received a visit from Lieutenant Howe, formerly of the Appliance Store. Lieutenant Howe is now in the Ordnance Department, stationed in Washington, and is designing gun sights. Mr. Howe was formerly our window decorator and assistant in the Appliance Store. Mr. Barnes please note.

We recently were favored with a visit from Lieutenant Hitchcock, who is home on a ten day furlough from Scott Field, Bellvale, Ill. Lieutenant Hitchcock has received his commission in the Aviation Section of the Signal Service. Upon his return, he expects to act as flying instructor.

Major Heustis paid us a visit a short time ago. The Major was on a tour of inspection of the different cantonments. Major Heustis is permanently stationed at Camp Pike, Little Rock, Ark., where he has charge of Utilities and Construction.

Captain Newton, formerly of our Malden Electric Office, has been reported wounded twice, somewhere in France. Captain Newton is in the 17th Cavalry. Captain Newton spent some time on the Mexican border before being transferred overseas.

Cards were recently received from Billy Easson who is now located in Ireland. Easson is Chief Electrician in the Navy.

Freeman Miller is now somewhere in France with the Pioneer Infantry.

Paul Doolittle, Boatswain's Mate on the United States Kearsarge, has not been heard from recently.

Lieutenant Lealand Gove, our former Inspector, is now located somewhere in France. Lieutenant Gove is in the Signal Corps.

Gunner's Mate Donald Morse has not been heard from for some time. When last we heard from him, he was situated at Annapolis.

That the boys in the Service may have some idea of what our organization looks like, here it is:

At the Plant

Mr. Brown is Acting Superintendent.

Mr. Mayo, Underground and Meter Department Foreman.

James Rooney is now Inspector.

James Martin, F. E. Dow, Lester Nation, and Raymond Thomas are setting meters, etc.

Eugene Thorenson has left us to accept a position in the Charlestown Navy Yard as electrician.

Our Station is still under the supervision of Mr. Smith. Mr. Smith for a short time was stationed at Hampton, Va., where the Chas. H. Tenney Company are operating a ship building plant. This plant is under the management of Mr. John West, our former New Business Manager of Boston.

Our Office is under the supervision of Acting Office Manager Perkins, with J. A. Burrill as Chief Clerk.

Several new lady employees have taken the places of Mrs. Crosscup, Misses Minnie and Annie Dwyer, Mr. Doyle, who left to accept positions elsewhere.

MALDEN & MELROSE GAS LIGHT COMPANY

The following letter has been received from Lieut. Barnes:

"The past two months I have been in the line with an old regular army division. Although we have been so far in rather quiet sections, one can fully realize that we are at war.

"My duties have been numerous. I am Inspector of small arms and machine guns in the division, and have charge of repairs of rifles, pistols, automatic rifles, machine guns, all accessories and equipment. Last week I was relieved as Company Commander, the Captain and Lieutenant with the Artillery Repair Section having arrived.

"During the first period I started out with a handful of men, and we lived like gypsies—sleeping on the trucks or wherever we could; eating at rolling kitchens or from our own supply of iron rations and hard tack. We would go to the sections of the infantry regiments in reserve in the third line and make repairs there. The duration of the stop depended upon the repairs needed.

"We all enjoyed it and had chances to see the boys in the first line and take a look at the famous "No Man's Land."

"'Gas,' although it was my game in civil life, is the worst thing the troops have to contend with over here. It is indescribable. Gas masks are always worn, and in the advanced areas behind the lines are slung at 'alert' position. They are somewhat tiresome to wear, much the same as our 'tin derbies,' but are 'safety first,' and no one questions the fact.

"The men are a fine lot, willing and anxious to get into it clean up the Huns and go back to God's country.

"The food is good here. Of course, there are many delicacies of civil life that we could not get in the field. Men kick a bit among themselves once in a while, just for conversation. They would not exchange places with a man at home, though, until this man's war is over.

"Tobacco may usually be found—mostly pipe tobacco and 'makings.' Cigars and 'tailor-made cigarettes' are luxuries. However, one forgets brands over here, and a smoke is a smoke, and the man who gives it to you is your friend.

"The Red Cross and the Salvation Army are doing the most good for the men. They help a man when he is broke and really needs it. Other organizations require cash, which is not always in the pocket.

"I have one Reading man who is a Corporal now. The balance of my men are from all parts of the country, and are a fine lot of men.

"It is now 'time,' and must go to dinner. Wish you could come along; not much like the 'Criterion.' Three weeks now I have eaten at the French Officers' Club. It is quite a sight to a stranger. Many Allied officers eat there, and the big hall is decorated with flags. French cavalrymen in their big black hob-nailed boots are waiters. All meals come in courses, and you can always tell when the finish has arrived, because it will be cheese like the Tuxedo tobacco 'ad'—'Your nose knows.'

"Best of wishes to all Tenney Service folks.

Respectfully,

"(Signed) GEORGE H. BARNES,

"*1st Lieut., Ord. R. C.*

c/o Chief Ordnance Officer, A. E. F."

MONTPELIER & PARRE LIGHT & POWER CO.

Mr. Harris received recently a letter from P. K. Clogston, who, at the time of writing, was located at the Naval Air Station, Montauk, Long Island, N. Y. Clogston speaks familiarly of the dirigible balloons as "Blimps" and "Flying Sausages." As the ascensions of these balloons apparently are governed a great deal by the weather, he says that at all times of the day they are called upon to get the balloons from the hangars. Clogston thinks that this is especially tough during meal times, when the command, "All hands to the Blimp," is given by, as he calls it, "some heartless cuss." Clogston reads his Tenney Service Magazine thoroughly, as well as peruses the pictures, even to the extent of criticizing the picture that we printed of him in the last issue, which, of course, takes some courage. "Cheer up, Clogston, and send along a better view of yourself for the next issue."

Harold Mack, clerk in our Montpelier office, was recently notified to appear at Camp Devens to serve in the Aviation Corps. On account of an injury to one ankle, Mr. Mack was given an honorable discharge after being examined. He has resumed his work with us.

Harry Colombo, who was rejected at Camp Devens last May, has again entered the service, he having enlisted as a Clerk in the Army. Mr. Colombo expects to be sent back to Montpelier to serve as assistant at the office of the Local Draft Board during the present registration work.

H. McKenna, our storekeeper at Montpelier, recently finished work with us and has joined the Merchant Marine at Boston.

Bernard O. McGuire, who has been with the Traction Company as conductor for a number of years, has enlisted in the Special Service—being sent to Syracuse, N. Y., for training in the Fire and Police Guard at Camp Mills.

PEOPLE'S GAS & ELECTRIC COMPANY

Letters have been received from Elbert Parker, our youngest enlisted man. Parker is now in training at Newport, R. I., and has learned to like being a sailor so well that he urges the other boys "to be one of us."

LAMENT OF A ROOKIE

How New Yorker Sent to Southern Camp Got In Wrong

They took me away from my cool New York home and brought me down here, where it's summer all winter and hell all summer.

They took me from a comfortable home and put me in a tent.

They took my good clothes and gave me a suit of red-hot khaki.

They took away my good name and gave me a number, 494.

They took away my good job and put me to digging ditches and making Marathons until my hands and feet were worn out.

They made me go to church on Sunday whether I wanted to or not.

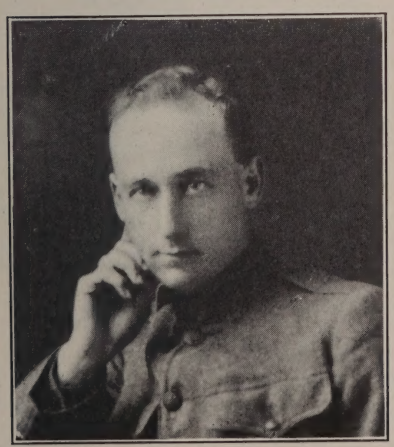
In church the parson said: "All turn to number 494, 'Are You Footsore, Are You Weary?'" and I got ten days in the guard-house for answering, "Hell, yes."

ROCKLAND LIGHT & POWER COMPANY

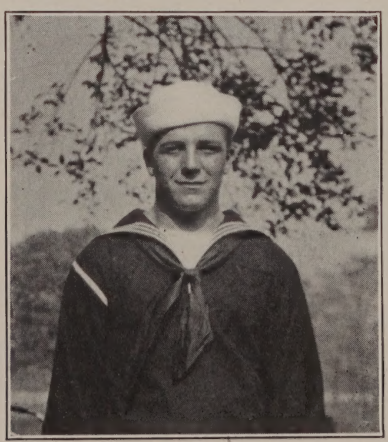
Sylvester Ross, formerly in the Distribution Department, is a chief yeoman in the Gas Motive Power Department of the Navy at Washington.

Wm. Copeland was drafted and sent into camp the latter part of July.

W. S. Ross and A. B. Taylor have been called for service.

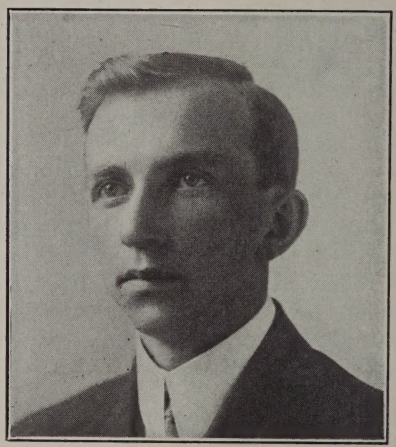


WM. SLADE.

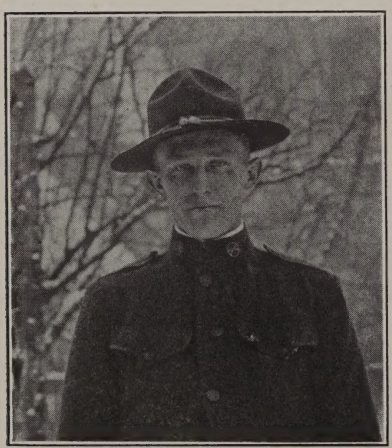


JOHN BUHLER.

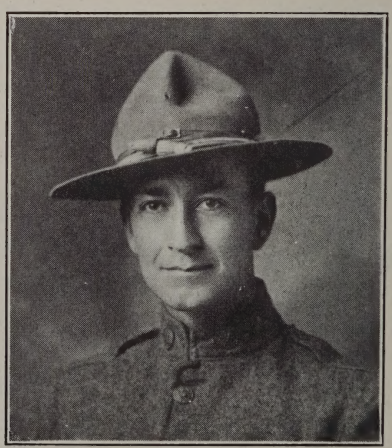
RALPH POOLE.



HAROLD ODELL.



CLARENCE GROSS.



HARRY EBBETS.

ROCKLAND LIGHT AND POWER COMPANY

SALEM ELECTRIC LIGHTING COMPANY

W. S. S. means something more than War Saving Stamps. It means *We Started Something,* and we always finish what we start.

Two more of our boys have left our employ and associated themselves with Uncle Sam. They are John E. McKenzie and Walter A. Gorman, both from our line gang.

We recently received a very interesting letter from Dean Lochman, of the Aviation Division, dated London, Eng. His wrist, which was broken, is mended, and he is back in service once more. Lochman says: "I have been transferred to the U. S. Naval Air Station, Queenstown, Ireland. During my short stay at Felixstowe, England, I was stationed in the Felix Hotel. The Kaiser used to spend his summers in the same hotel, but 'never no more!' The first night that I was here I had cold roast beef, fried potatoes, stewed corn, canned pears, coffee, *white* bread and butter for supper. How's that? Last Sunday we hired a Ford and went for a spin through the country. It is certainly wonderful here. We visited an old monastery and saw a great many large castles and old ruins. The scenery was sure great. The green fields and the trees are beautiful. The trip took four hours, but we sure did enjoy it. Next week I am going to try to get away for the week-end to go to Killarney and see the Lakes. It is a chance of a lifetime and I am not going to miss it if I can help it. In spite of the fact that I am having a good time in my time off, there is plenty of time to work hard. They are a determined 'bunch' over here, and we are not going to give in until Hell freezes, and then we are going to go on skates till we get every single Hun."

We have recently been favored with calls from W. Earl Brown, Navy Department; Willard Davis, machinist mate; Emill Dan Durand, Navy Department; and Karl Estes, U. S. Naval Station.

J. R. Spencer, formerly one of our linemen, is located at Camp Morrison, Va., in the 45th Balloon Company.

SPRINGFIELD GAS LIGHT COMPANY

John Shea, one of the first men from our organization to enlist for service overseas, a member of the gallant 104th Infantry, was injured by shrapnel during the fight of Belleau Woods. Besides the shrapnel wound, which was the most severe, this young man had three bullet wounds. Correspondence received at this writing states that Private Shea is now back in the line.

Frederick Volenec, formerly automobile repair man at our garage, died very suddenly of typhoid pneumonia at the Cambridge Hospital, Sept. 12th. He enlisted in the Naval Reserve and had been in service only four weeks. The first death among "Our Boys" came to one who had not experienced the din of battle, but nevertheless we bare our heads to him who has given the supreme sacrifice.

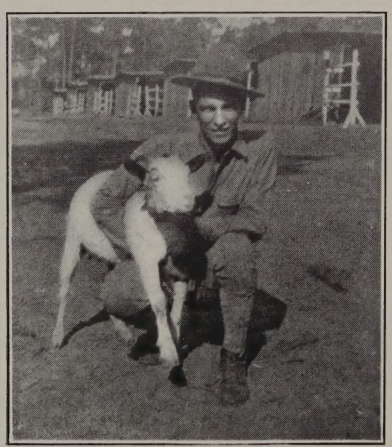
The following men have joined the forces since the last issue of this magazine:

Army	*Navy*
J. Ahern	R. Gagne
F. Buttigleri	S. J. Kennedy
J. Conway	S. K. Rich
B. I. Johnson	F. Volenec
H. Sheehan	E. Walsh
F. Swenson	
E. L. Woods	

SUBURBAN GAS & ELECTRIC COMPANY

A few days ago Mr. Chisholm received a letter from Joseph Barlow, who has been in France for the past five months. Joe writes that he has seen the beautiful city of Paris with all its gay life and pretty Mademoiselles.

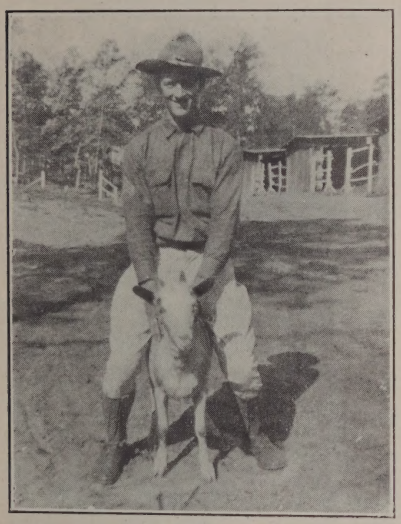
Ralph Day wrote to Mr. Chisholm about a month ago and said he was preparing to go into the trenches for the fifth time. A year has almost passed since Ralph went across.



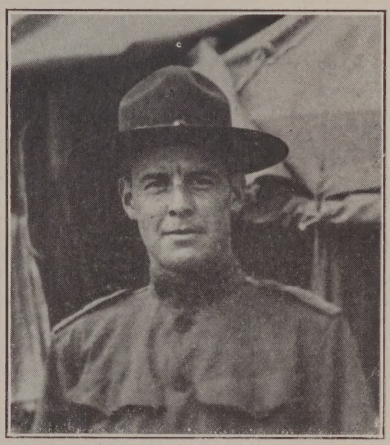
VINCENT MACAULAY.

WM. S. MACAULAY.

Since the last issue of the Tenney Service Magazine we have not received any word from Edward Sullivan, seaman on board the "Aztec"; John Burke, Aeroplane Squadron, Kelly Field, Texas; and Arthur L. Sullivan, First-Class Yeoman, Little Building, Boston.



Wm. E. Downes.



Thomas Dyffryn.

The three Macaulay brothers, William, Frank and Vincent, William Downs and Benjamin Murray are still at Camp Wadsworth, Spartansburg, S. C. Bill Downs has been made a corporal.

Sometime ago Mr. Carver rereceived a letter from Thos. Dyffryn, who is stationed with the Machine Gun Company, Camp Hancock, Georgia. From all accounts, Tom likes army life very much.

CHARLES H. TENNEY & COMPANY

In a letter to Mr. Sands, Cyrus Barnes speaks of meeting Kenneth Goss on the "America" upon her arrival across the water, and that Goss helped him out by furnishing supplies for the "Remlik." Goss is general storekeeper yeoman of his ship. Cyrus Barnes did not meet George Barnes when he passed through Cy's home port, as Cy was out on patrol when George Barnes went through.

Mr. F. C. Sargent has received letter from H. M. Kempton stating that he has been promoted to the grade of Ensign. Kempton still holds the position of watch officer on the "Piqua."

L. W. Bridges and A. J. Harty have received interesting letters from Robert F. McDonald, formerly with the Engineering Department. McDonald is with Co. M of the 23rd Engineers, A. E. F., and is now located at Camp Le Courneau, south of Bordeaux. At present his organization is building roads, McDonald and his associates doing the engineering, having laborer companies for the work.

Major George F. Heustis was in the East on official business and called to see us July 13th. Heustis told us that he would like to have more news from the fellows at home, so let us all get busy and write to our friends in the service at once. *Do it now!*

Walter Wiedemann, formerly with the Engineering Department, is at Camp Meade, Maryland. He is with the 9th Company, 3rd Battalion, 154th Depot Brigade.

Mr. H. T. Sands received a letter from W. F. Corry in which he says that on account of increase in the work they are doing, it is much harder for the boys over there to keep up their correspondence than when he first went over. Corry says that either fortunately or unfortunately, whichever way you care to look at it, up to the date of his letter (July 9th), they have been out of the "Big Show." Around the first of July Corry enjoyed seven days' leave at a rest center, and as such an event only happens once in four months, he manages "to squeeze in a very good time."

In a letter to the Military Editor, Corry states that in proportion to the numbers engaged, many of the ambulance sections have been badly shot up, and that for the wonderful work done by that branch of the army many of the men have been decorated in great style by the French division to which they are attached. He adds that the French poilu cannot say enough about the magnificent work done by the American troops, which, to his mind, is a tremendous compliment, as he considers the French the best soldiers that the war has thus far produced.

Lieut. Matthew Lahti visited the Boston Office August 19th. Lieut. Matthew was away from his duties at Washington for a week or so, and took the opportunity to display to his many friends the new silver bars he received when promoted from second to first lieutenant.

Mr. T. D. Bond, who supersedes Mr. R. G. Cushing in the New Business Department, recently received a letter from E. N. Prevost, formerly of Haverhill,

R. F. MacDonald.

We credit our company's "At the Front News" with the letter, as Mr. Bond has been gathered into our fold. Prevost tells Bond that he enjoyed reading the Tenney Service Magazine, as he gets a line on what the other companies are doing, and adds that the pictures make him think he is back in the cage with his old friends. Prevost, no doubt, refers to the cashier's cage at Haverhill, but, if he does not, we are indeed sorry that the magazine in any way reminds him of being behind the bars. He is quite proud of passing an examination in the telephone school at Fort Omaha, Neb., with a mark of 95%, and at the date of his writing was working with the balloon outfit,

making sure that connection between the observer and the ground is at all times in good working condition.

An interesting letter was received by Mr. F. C. Sargent from Robert F. McDonald, Company M, 23rd Engineers, A. E. F., located at Camp Le Courneau, about 40 miles south of Bordeaux, France. McDonald left America around Easter time, arrived in France in April, traveled in freight cars down the coast, viewing en route the wonderful work American engineers

have accomplished in the building of railroads, buildings, cars, docks, warehouses, roads, etc. McDonald says that the Americans have taken over France and are placing it in an up-to-date paying condition. His company was split up into detachments and they are acting as supervising engineers, doing the work of building roads about the camp. They have Chinamen and Italians for the common work. McDonald has sent along the accompanying pictures showing the building of a bridge over a canal in France. He is the hatless individual second from the left in the group of four soldiers with poles. The other picture shows a man-power pile driver they are using while waiting for machinery.

Fred Davies has entered the Army.

Jas. E. Durgin's address is E Co., 417th Telephone Battalion, Camp Alfred Vail, Little Silver, N. J.

Mr. John West received a very interesting letter from Capt. Frank Ball in which he says Colonel C. H. Tenney visited him for about five minutes when on a trip in his locality. Ball will have his service stripe this month (September) for his first six months' foreign service. He bought a Mauser revolver from a man who got it from a German officer near Soissons in June, and is now looking for an Iron Cross for his collection of souvenirs.

Capt. Ball wrote Mr. H. T. Sands that he is now Administration Officer for Adv. Sec. M. T. C. He has seen George Barnes, who was on his way up to the front and who was able to stop and have mess with him. Major Alexander Macomber dropped in on Ball without knowing that he was at that camp, and was much surprised when asking for the Adjutant to have Ball look up. Frank says that his health is fine and that the greatest day for him will be when he once again sets foot in the United States.

Word has been received from H. H. Carter, formerly with the Purchasing Department, and now with 467th Aero Squadron, A. E. F. Carter recently had a two weeks' furlough, and was fortunate to see the sights of Marseilles, Nice and Monte Carlo.

Col. Charles H. Tenney, recently returned from France, has contributed the following, printed as notices of warning for our men "Over There."

GAS

There are three things to do when Fritz sends it over

1. HOLD YOUR BREATH.
2. GET YOUR MASK ON QUICK.
3. WARN YOUR PALS.

Don't take a chance; if you do, you will never take another.

There are two kinds of men in Gas Attacks: the quick and the dead. Which crowd is yours? Don't be a dead one.

The hard boiled guy
Said Gas was bunk—
Said it was harmless—
Only stunk;
And that the cock-eyed world
He'd tell,
That all Gas Masks
Could go to—well—
They sent hard boiled up the line,
Fritz spilled the mustard
Good and fine.
Yet some folks still wonder why
'Twas "Flowers" for the hard boiled guy.

It's all right to cook with Gas, but who wants to croak with it. Get a Gas Mask on quick.

127 AMERICAN SOLDIERS KILLED

Riding on Tops and Sides of Railway Cars

KEEP INSIDE

There is only Six Inches Clearance Between Tops and Sides of Cars and Tunnel Arches, and Bridges and Signal Towers.

KEEP INSIDE

Wait Until You Get to a Trench to Stick Your Head Out.

LOTS OF TIME

THREE KINDS OF FOOLS

1. Fools.
2. Damned Fools.
3. Soldiers Who Ride on Tops and Sides of Cars.

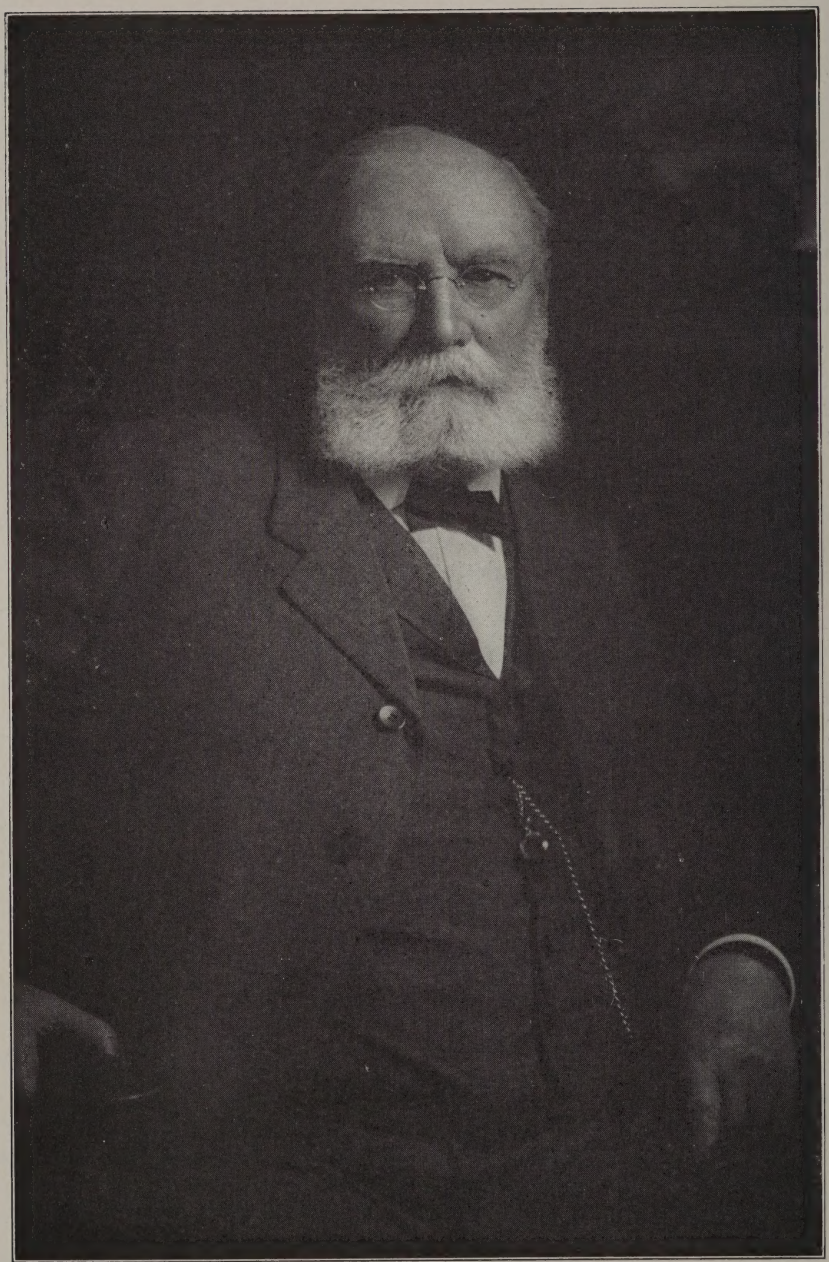
A Great Many American Soldiers Have Already Been Killed as a Result of Riding On Top of Cars.

There is Only Six Inches Clearance Between Tops and Sides of Cars, and Tunnel Arches.

There is Only Six Inches Clearance Between Tops and Sides of Cars, and Bridge Superstructures.

There is Only a Slight Clearance Between Sides of Cars and Signal Towers.

If You Expect to See the Next Block, Keep Yours Inside



CHARLES H. PRICE
First President of Salem Electric Lighting Company.

A HISTORY OF THE SALEM ELECTRIC LIGHTING COMPANY

By F. E. Sawyer

In the Fall of 1881, nearly thirty-eight years ago, a number of the most prominent and enterprising tradesmen in Salem became interested in the "new" light that had been recently tried out in Boston, and, recognizing the need of something better than the light which they had been using in their stores, associated themselves with the intention to constitute a corporation to be known as the Salem Electric Lighting Company according to the provisions of Chapter 224, Acts of 1870, Commonwealth of Massachusetts.

The original signers to this agreement were:

James F. Almy, Salem, of Almy, Bigelow & Webber, Department Store.

Charles H. Price, Salem, of C. H. & J. Price, Druggists.

George M. Harris, Salem, of I. P. Harris & Co., Grocers.

William G. Webber, Salem, of Almy, Bigelow & Webber, Department Store.

Israel P. Harris, Salem, of I. P. Harris & Co., Grocers.

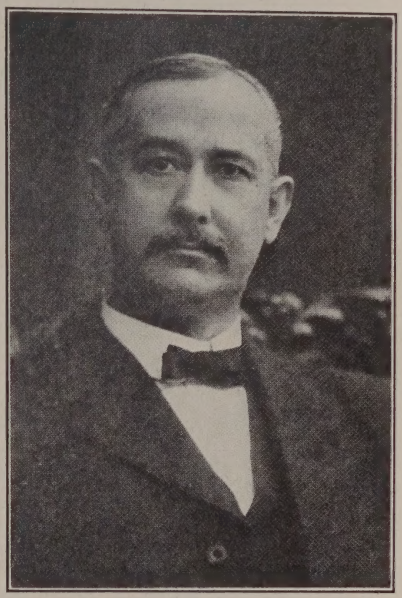
Zadoc A. Gallup, Salem, of Naumkeag Clothing Co.

Benjamin W. Currier, Lynn, of Naumkeag Clothing Co.

Walter K. Bigelow, Salem, of Almy, Bigelow & Webber, Department Store.

Joseph Price, Salem, of C. H. & J. Price, Druggists.

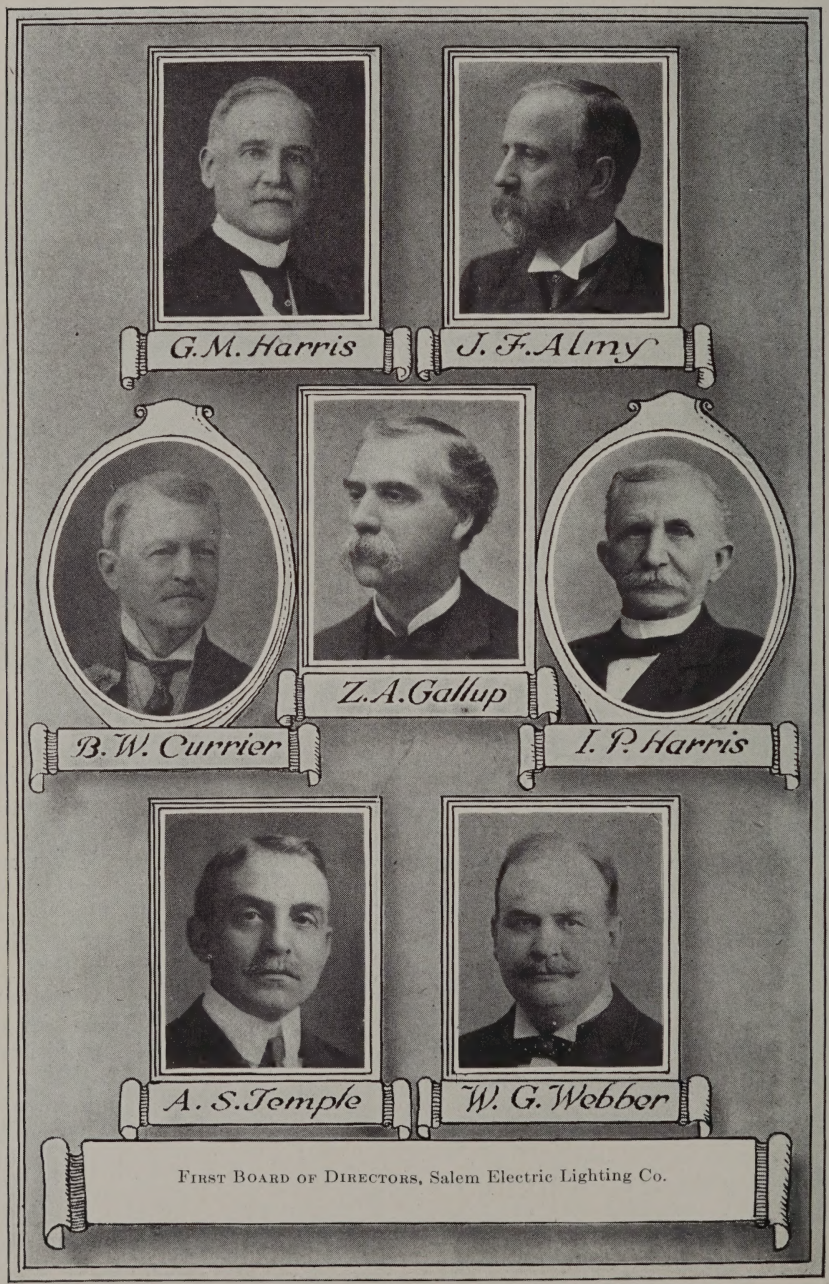
The meeting for the purpose of organizing was held in December, 1881. On the foregoing date the Company was organized with a capital stock of $10,000. Mr. Henry M. Batchelder was elected Clerk, and the following six men



H. M. Batchelder,
First Treas.

constituted the first Board of Directors of the Company: Messrs. Charles H. Price, James F. Almy, Israel P. Harris, Zadoc A. Gallup, William G. Webber and George M. Harris. Mr. Charles H. Price was elected President. On December 15th of that year the Board of Directors was increased to seven, and Mr. Benjamin W. Currier of Lynn was elected the additional Director.

Mr. George Newcomb, a prominent machinist of Salem, was the first acting Superintendent, but because of other business interests he concluded his connection with the Company early the following year. Mr. Arthur W. Shannon, then acting as Engineer, was appointed to that position.



First Board of Directors, Salem Electric Lighting Co.

It is understood that this Company was the second one in Massachusetts, outside of Boston, to receive its charter for doing electric lighting business.

At that time knowledge of electrical matters was most limited and the necessary material for operating a plant successfully were unknown. The first plans that were carried out and which formed the nucleus of the present Company consisted of a small "Weston" arc lamp machine of not more than ten lamp capacity, and this machine was belted to a small upright engine of about thirty-five horsepower operated from the boilers used for heating purposes in the basement of the department store of Almy, Bigelow & Webber, 181 Essex Street.

The type of switchboard and the style of wiring used were most crude in construction and the wires leading to their customers were mostly run on building roofs, etc. The service required the operation of the "Plant" only from dark till nine o'clock five days in the week and up to ten o'clock on Saturdays.

As early as May of the year following the organization of the Company, the demand for this new light forced the Company to consider the advisability of obtaining a building suitable for its own purposes, and as soon as this was constructed, in 1882, the plant was moved to the new quarters in the "West Yard" in the rear of the store of Almy, Bigelow & Webber.

In June, 1882, the business had increased to 44 arc lights, and the capital stock was increased that year to $20,000.

The original dynamos were of the type long since discarded, and not till the adoption by the Company of the machines made by the American Electric Company, afterwards known as the Thomson-Houston Company, did the service reach a reasonable degree of satisfaction.

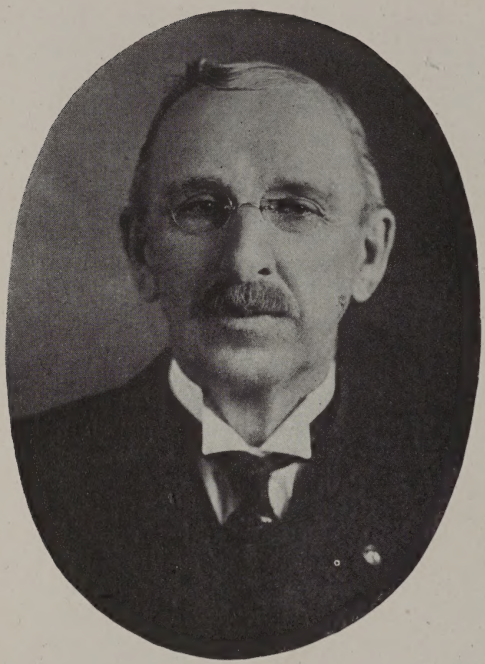
Up to this time no incandescent lamps had been brought out, nor had the idea of electric power been thought of. The organization of the operating department consisted of a Superintendent, whose duties varied from the running of the dynamos to the purchase of supplies, trimming lamps, making out bills, and collecting the accounts, as well as soliciting new business, and the hours covered from early morning till late at night.

It is remembered that much discussion ensued and opposition shown by some of the Directors of the Company when it became necessary to operate the machinery on Sunday evenings to supply service to those stores needing it at that time and for lighting the city streets.

The first break in the original Board of Directors came after two years of successful operation and in December, 1883, Mr. William G. Webber's place was taken by Mr. S. Fred. Smith, then Manager of the Telephone Co.

In the late fall of 1883 all systems of electric lighting in use by the Company up to that time had been discarded and arrangements were made to use exclusively the Thomson-Houston system.

As early as January, 1884, the growth of the Company had continued to such an extent that an increase in the organization became imperative, and it was then that Mr. Alphamia Morrill of Lynn, then employed by the Lynn Electric Co., was secured as Superintendent. Mr. Morrill has continued his connection without inter-



ALPHAMIA MORRILL,
First Active Supt.

ruption with this Company in various positions and is today filling a responsible position with us.

As early as 1884 applications were made by some of the surrounding towns for arc lighting service, but because of the uncertainties of the business at that time and the continuous local demands required all of the Company's facilities, caused the Company to proceed cautiously and these requests were deferred.

The first contract with the City for street lighting, covering five open arc lamps known as 2,000 candle power, was made in August, 1884, and additional lamps were arranged for the following year. These lamps were burned only till midnight and not till the next year were the lamps burned all night. Up to this time the streets had been lighted entirely by gas and oil lamps.

In December, 1884, the capital stock of the Company was increased to $40,000.

In June, 1885, the first incandescent lamps, to be run on arc circuits, were introduced in the store of Mr. Thomas B. Nichols, Druggist, Essex Street.

In 1886 a direct system (75 volts) of incandescent lighting (not on the arc system) was introduced, though this was only moderately successful. This system was afterwards replaced by the alternating system.

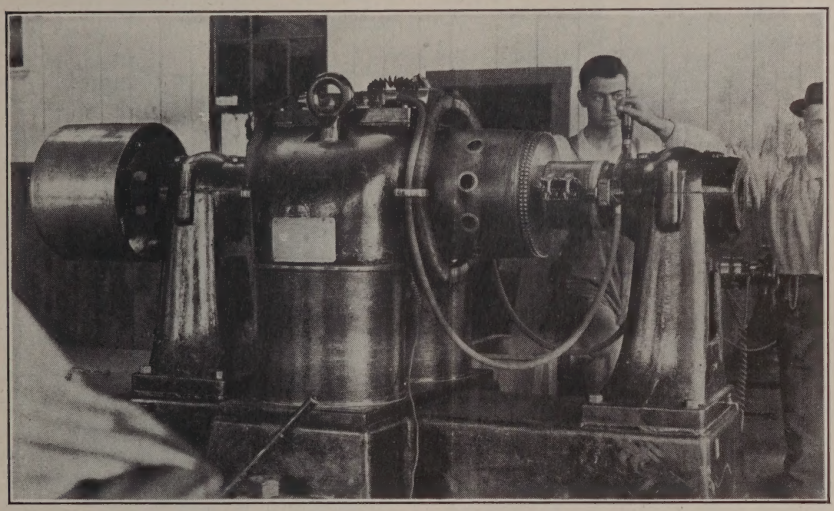
In this same year the number of arc lamps used for street lighting had been increased to 100.

In 1886 a very large Fitchburg engine of 160 H. P. was installed and the capital stock of the Company again increased. The number of street lamps was increased to 129 and they were burned all and every night. These increases in quantity of service required considerable additions to the station buildings and structures. The complete operating organization consisted of Superintendent, two Engineers, two Firemen, two Carbon Men, one Dynamo Man and one Patrolman.

In December, 1886, our Director, Mr. Almy, issued circulars to all Electric Companies in Massachusetts to arrange for an organization of the Massachusetts Electric Lighting Association for mutual benefit and this organization since its establishment has been of most valuable assistance to Electric Companies throughout the State.

Not till late in the fall of 1887 was the alternating system of incandescent lighting considered, or a system of electric power for operating motors. A power system of

110 volts was installed the following year and this power service was changed from 110 volts to 500 volts in 1890.



D-62,500 Volt generator, located on second floor of new station, Peabody Street, September 25, 1890. Note H. Kingsley, dynamo man, is seen directly behind the machine. Mr. Kingsley is still with the Company, as Superintendent.

The adoption of the 500 volt direct current system for power service by this Company proves to have been a new departure for industrial power and in Salem were installed some of the early if not the very first motors of this type that were constructed by the Thomson-Houston Co., now the General Electric Co.

As a proof of this we quote from the publication issued by the Thomson-Houston Co. under date of January, 1889:

"The first Thomson-Houston motor used in Salem was installed in the printing house of Barry & Lufkin, and is a most excellent illustration of the advantages of this electric motor in crowded situations.

Salem, Mass., July 11, 1888.

Gentlemen:

In reply to your inquiry as to how we like the motor, would say that we are very much pleased with it. We have it under the table of our paper cutter, a space which could not be utilized for any other purpose. As to the working of the motor, would say that we never saw a machine work more perfectly; always ready, stopped and started instantly, and requires no care whatever.

We could not get along without ours as we have no room for any other power.

Yours very truly,

BARRY & LUFKIN,

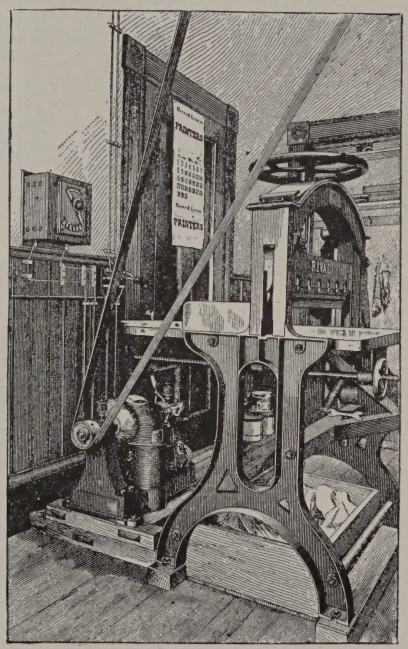
Printers."

This fact was referred to in the Salem Gazette in their issue of May 29, 1888, as follows:

"The Salem Electric Lighting Company was running its first electric motor of one and one-half horse power yesterday afternoon. More will follow soon."

Barry & Lufkin,
Purchasers of first motor installed in Salem.

(Below is a picture of the first motor in Salem.)



On reference to the picture the early methods of installation will be noted such as wooden rheostats, wooden cleats, Underwriters' wire, all of which style of equipment have long since been discontinued.

The second motor to be installed in Salem was of similar type and of ten horse power, used to operate the press of the Salem Evening News.

Electric motors in those days were as much of an experiment as are flying machines today. Hundreds of people visited these two plants to see the new form of power. Even the machinist who worked on this motor for the News was indeed skeptical and expressed himself that "He could not be made to believe that such a little bunch of junk will make a printing press run," but he too was soon convinced that a new kind of power had come into being.

In the meantime this direct current system of electric power has been discarded and with the alternating system both of these concerns are operating electric motors and with hardly any interruptions.

The detail of the motors has been very materially improved and probably in no other line of electrical apparatus has such decided changes and improvements been made as in the electric motor.

It is to be noted that Professor Thomson of that Company made their first motors in 1880, which were supplied with metallic brushes, the first carbon brushes being used in 1888.

Reference is herein made to the early Solicitors on the part of manufacturing companies and many central station men will recognize a most genial Agent, Mr. William M. Rand of the General Electric Co., to whom, more than any one person, can be credited our very rapid growth from five hundred horse power to over twelve thousand.

The arc lines were extended to Peabody for street and commercial arc lighting in 1888.

In the following year it became necessary to seek temporary quarters for additional generating equipment because of the over crowding of the station and an auxiliary

plant was established for two dynamos at the Adamanta Works located on the road to Salem Willows, about one mile from our present station.

Up to this year the history of the Company has shown it to have passed through many periods of uncertainty and experimentation

Wm. M. Rand.
Sold first motor used in Salem

and it seems that the way has cleared itself for a continuation of the success that has developed in this enterprise.

The rapid development of the business compelled the seeking of a new location for its operating station and in the summer of 1888 property along the South River was secured and what was termed "The Model Station" was constructed in 1889, completed in July, dedicated August 8th, and featured by the engineers of the Thomson-Houston Co.

The taking on of this extensive property and the very liberal plans which the future apparently demanded can be considered the turning point in the Company's history from an experimental proposition to a sound and staple industry and its future accomplishments have demonstrated beyond the question of doubt the thorough foresight of these pioneers and serves as a monument of their judgment and ability among the other businesses of the City.

These tremendous additions to the property of the Company entailed an extensive plan of organization for up to this time the administration duties of the Company had been carried on by the President and Treasurer, but as these duties were to be materially increased in importance the position of a General Manager was created and Mr. Arthur S. Temple of Lynn was appointed to this position June 1, 1889.

About this time important developments had been accomplished in the art of generating electricity and the new alternating system was taking the attention of Electric Lighting Companies.

Not till the new buildings on Peabody Street in 1889 were finished could the Company install the alternating system of lighting and the first dynamos of 650 light capacity for this service were installed and put into use that year, but this machine was soon replaced by others of greater capacity, the total capacity of these generators being 2,600 lights of 16 candle power.

Upon the introduction of the alternating current system for lighting there came into vogue the incandescent street lamp and contract with the City for this form of street lighting was made in 1891

for 400 25 candle power lamps. 200 of these were installed during that year and the balance during the following year.

As soon as the Company had completed its removal to the new station on Peabody Street, negotiations were begun with the Management of the Naumkeag Street Railway Company for supplying to that Company electricity for operating its cars and as soon as the negotiations were completed preparations were made for this service and the first electric cars in Salem to use the overhead trolley system were supplied with current from our station, and this arrangement was continued for some time until the Railway Company erected its own station in North Salem in November, 1893.

Continued growth of the business and the introduction of new machinery kept pace with the public demand for service and the organization gradually increased in consequence.

In August, 1891, General Manager Temple tendered his resignation because of a call to a larger company in another line of business, and the present Manager, Mr. S. Fred. Smith of Salem, Manager of the New England Telephone & Telegraph Co. was elected to that office and the new position was taken over by him August 17th.

Owing to the continual additions made to our station and electric plant, the business office of the Company, which had been maintained on the second floor of the new station, was removed to a new location in the building of the Holyoke Insurance Co. near the center of the city in order to provide better facilities and greater convenience for the public as well as to secure quarters that would be free from the noises incident to the generation of current. These new business offices were opened in December, 1891.

Upon taking over the furnishing of current to the Street Railway Company, it was early demonstrated that the McIntosh-Seymour engines that had been installed for operating our lighting machines were not suitable for the tremendous intermittent loads required for operating street cars, so that in 1892 a large heavy cross compound engine of 500 horse power was installed in connection with shafting, pulleys, etc., for operating direct current service for street railroad purposes.

The adoption of the incandescent lighting system as early as 1891 placed this Company in the front ranks for progressive ideas as during that year there had been installed a total of 3491 lamps.

It was not until 1892 that any of our customers were furnished lighting service by meter. Up to that time a schedule of rates was in force charging reasonable rates per lamp per month and as can readily be seen some customers were being charged a high rate for their service while long users were obtaining their service at a very low cost so that the question of charges was taken up and not only were all new customers supplied with service through an electric meter, but all old customers were changed over. Notwithstanding this caused a slight dissatisfaction with the long users, which to us were the ones that were unprofitable, their loss was a true gain to the Company.

So satisfactory was this method of charging to our customers that we had installed at the end of 1896, 812 meters, which was reported to

be the largest number used by any Company in Massachusetts, outside of Boston.

The introduction of the enclosed arc lamp, being at that time unsuccessfully operated on the alternating current, but was quite efficient on the direct current, caused this Company to introduce this form of service, but as in later years the alternating type was perfected, the former direct current system was abolished and all lighting service, whether arc or incandescent, has been thereafter furnished from the alternating system.

It was not until later than 1897 that station meters were considered necessary for the proper operation of the Company's station, so that there are no records of accurate output until after that time.

Away back in 1886 the number of employees was referred to as nine, but in 1897, a period of eleven years, this number had been increased to thirty-two, and about this time refinements of operation and accounting began to receive consideration, for in June, of that year, the Manager submitted his first inventory of the Company's property in detail.

The continued prosperity of the Company required a complete renovation of our station in 1901, so that many of our former pieces of machinery, such as direct current machines, both for lighting and power, and the open arc machines, were discarded for alternating machinery and all of our service was at that time changed over to the alternating type.

Old engines and shafting were discarded and modern generators direct connected to upright engines replaced the older machinery. The street circuits were changed over and a general overhauling of our system was accomplished with very material savings in operation owing to greater efficiency. A new marble switchboard of the very latest type was also one of the principal additions.

The first record of the total output of our station, which was in 1901, is shown to be 1,575,720, and while this at the time seemed to be a record figure and one which would be increased perhaps but slightly, the comparison with our present output, averaging about 3,000,000 per month, serves as a glowing tribute to the present Management of the Company, who took the plant over on November 1, 1909.

During all this time of rapid increase in the various uses of electricity, our competitors, the Gas Companies, were alert to the opportunities offered by the general education of the public to better lighting, and in order to profit from this general education our competitors had adopted the use of auxiliary burners for use with gas and the Lighting Companies also sought every improvement that was offered for greater efficiency and better service from their product.

The gas arc lamp had been devolved from the single Welsbach burner and the nernst lamp was adopted by this Company to combat this competition. So satisfactory was this form of lighting to our customers that we were not only the pioneers in the adoption of the nernst lamp, but were for a long time the largest customer of the Nernst Lamp Co. in New England.

Owing to various other improvements that afterwards were made in incandescent lamps and the gradual wearing out of the nernst lamp, the latter type of lamp was super-

ceded, and while its value at the end of its useful period was very little, the fact of keeping our customers contented caused them to continue to use the Company's service and a depreciation of the nernst lamp was amply taken care of with the high rates for current that were in force at that time. This form of lighting also brought to the Company many new customers who had previously been using gas.

Not only did success come to our Company because of the more general use of lighting current, but the Street Railway Company, who had some time before adopted the overhead trolley system for the propulsion of their cars, also continued and the new station of the Street Railway Company before mentioned, had reached the limit of its capacity and again in 1904 we were called upon to furnish auxiliary power service to the Street Railway Company which continued for many months or until that Company was able to secure and install additional machinery in their own plant.

The first records of the general adoption of the electric automobile are recorded during the year 1904, and while, no doubt, this type of automobile had been in use some time previous, its use had not become sufficiently general to warrant mention in our reports.

The adoption of electricity for pumping sewage was investigated and our service was contracted for by the City of Salem in 1905, which further demonstrates the very early adoption by this Company of modern ideas for the uses of its current. At the time this proposition was conceived there was little if any precedent to base calculations upon and it is remarkable how close these matters were estimated and how satisfactory the service has been to the City.

The very decided increase in the number of customers taking our service and the increased accounting force that was needed for the proper handling of this department created a demand for larger and more up-to-date facilities for the distributing and financial departments of the Company so that in 1905 land was purchased on Lafayette Street adjoining our property, and the following year a modern and attractive building was constructed containing facilities for the foregoing departments and this building was used for the purposes described until it was finally consumed in the conflagration of 1914.

The records of the Company show continual growth which necessitated frequent additions to the plant in the way of machinery, buildings and land, and because of these constant additions to the property of the Company and various changes that had come about in the Board of Directors because of death taking therefrom, many of the original Directors, the future developments of the Company became so prominent and apparent to the Management that steps were taken to bring about a sale of the property to interests having much larger experience and prestige, and satisfactory arrangements having been made, the control of the Company passed to the present Managers, Charles H. Tenney & Company, November 1, 1909.

At the time of the taking control by the C. H. Tenney Company, in 1909, Messrs. Chas. H. Price, President. H. M. Batchelder, Treasurer, and Mr. G. M. Harris of the original Board of Directors were still on the board.

Upon accepting the plant the Tenney Management have carried out to even a higher degree of development the many improvements that had already been started and new and advanced ideas were immediately put into action, so that today, this plant of but such humble origin, stands as one of the substantial structures that make up the Tenney organization and the fact that not even a conflagration can wipe out its existence testifies to the substantial and far sighted treatment that has been applied by this new ownership.

The recent history of the Company under their control is too well known to admit of extensive explanation and no effort will therefore be made to extend this history more than to call attention to a continued advancement of the Company's property in every direction and the fulfillment of the demands of the public to the highest degree. The adoption of the latest method of generation and the most liberal policy of the Management in the handling of the Company's affairs publicly, has been rewarded to the fullest degree.

The tremendous expenditures plant by the introduction of turbine made for the modernizing of the engines and generators, the latest type of steam generating machinery, the placing of the service underground throughout a great part of the City, the modernizing of the street lighting system, the purchase of additional property, as well as many other smaller accomplishments, have demonstrated beyond question the ability of the present Management to keep abreast of the demands for its service.

It is believed that the local Company has a larger proportion of employees who have served very long periods of employment, than is customary among central station properties. Several are now with the Company who will remember from actual view all that has been written herein and many others can date their entrance to the Company's organization previous to the change in management, nine years ago. All this is a further testimonial of the liberal policies practiced by the executive management in every department of public service.

The continued record of cordial relations with the municipal organization and the taking on of the largest plants in the City as its customers, further demonstrates the degree of worth estimated by the people of Salem, in the ability of the Company to serve their demands.

Malden and Melrose Gas Light Co.

DAILY BOILER ROOM RECORD.

24 Hours Ending 6 A. M., _____ *19*

FUEL USED

	Steam Coal	Gas Coal	Breeze	Coke	Srng's
Total					
Left Over					
Used					

TEMPERATURES

Time	Out Doors	Heater In	Heater Out	B. H. Econ. In	B. H. Econ. Out	R. H. Econ. In	R. H. Econ. Out	Flue Gas
6 A. M.								
6 P. M.								
6 A. M.								

WATER USED

Time	Day Shift	Time	Night Shift
P. M.		A. M.	
A. M.		P. M.	
Cu. ft.		Cu. ft.	

TAR USED

Time	Water Gas Tar Measurements Feet	Water Gas Tar Measurements Inches	Water Gas Tar Gallons	Coal Tar Measurements Feet	Coal Tar Measurements Inches	Coal Tar Gallons
6 A. M.						
6 P. M.						
6 A. M.						
Total						

BOILER OPERATION

Boilers Running	Draft	Co_2	Co	O	
No.1 B.&W.					
No.2 B.&W.					
No.3 B.&W.					
Manning					
Porcupine					

Tubes Cleaned		Remarks: Report here condition of Boiler Equipment
No. 1 B. & W.		
No. 2 B. & W.		
No. 3 B. & W.		
Manning		
Porcupine		

Checked and Approved _____ *Engineer.*

The above is a copy of the new boiler room record drawn up from forms suggested by the fuel administration. Mr. Carter, Superintendent of the Malden & Melrose Gas Light Co., states that this form has worked out nicely in use.

SEND PICTURES OF ACCIDENT HAZARDS AND PREVENTATIVES TO

MR. C. E. PAIGE

Mr. Paige is now Chairman of the Public Utility Section of the National Safety Council. He has sent the following letter to all Managers:—

"I am interested in getting photographs of accident hazards and preventatives. Photographs showing how accidents occurred are especially valuable. A few words of explanation should accompany each picture.

We are particularly interested in accident prevention possibilities in electric plants and distribution systems, street railway operations and gas company operations. The photographs are to be used for bulletins.

I would appreciate it greatly if you would send me just one.

MALDEN & MELROSE GAS LIGHT COMPANY,
By C. E. PAIGE."

TENNEY SERVICE

PUBLISHED MONTHLY BY THE EMPLOYEES OF COMPANIES UNDER THE MANAGEMENT OF CHARLES H. TENNEY & CO.

All communications should be addressed to Tenney Service, 201 Devonshire Street, Boston, Mass.

Vol. VI. Boston, Mass., November, 1918 No. 4

EDITORIALS

BRAVERY AND FOOLHARDINESS

The degree of recklessness which a man displays in exposing himself to danger, is not a standard for judging his bravery. A soldier who throws his life away when no good can come of it, is not necessarily a brave man nor a good soldier.

Bravery is determined by the motive for which action is taken. Actions of men are the best interpreters of their thoughts.

As someone has said, "Life is largely a matter of faith. We believe in something or somebody and our hopes and impulses and actions are inspired by that belief."

It may be that our efforts are inspired by the thoughts of a mother, a wife, or a friend. We may look back to those to whom we owe gratitude, or forward to those to whom we owe protection. Whichever it may be, we also owe a duty to our fellow workmen.

The employee who wilfully neglects a reasonable degree of caution in protecting his life or the life of his co-workers, has not the true American spirit and is not respected by either his fellow workman or his employer.

We are told that children, fools and criminals are venturesome. The venturesome have no place in industry.

The statesman who sacrifices the interests of his country rather than admit a mistake, is a moral coward.

Today we must think. We must admit the mistakes of yesterday and remedy them before it is too late. That is the true spirit of accident prevention.—*Safety Bulletin.*

TENNEY SERVICE IN GAS COMPANY OPERATION

By C. E. Paige

Some years ago there were formulated and adopted a series of instructions covering gas and electric works practises, and generally, gas and electric company operations.

These have not been rigidly adhered to in all cases, partly because of the rapid changes in methods of production and accounting, but chiefly because of the kaleidoscopic manner in which shifts in the various organizations, due to men going into the U. S. Service, have been made.

The value of standardized methods requires no brief to support it. No question is raised as to the necessity for acquainting newer men, intimately, with the details of their work.

It is not enough for a new man, or woman, to be given a piece of work and told to do it. It is better that they understand not only why such work is important, but also its relation to the other factors in the problem.

To those interested I have written this message in the hope that while it may not bring anything especially new to the minds of any of our associates it may serve to clarify some vague understandings and confirm half appreciated ideas.

To begin with, all so-called Tenney Companies were provided some years ago, with small red books in which were printed all of the general instructions which had been issued in various forms, up to that time.

These instructions were compiled very carefully by Mr. A. B. Tenney and his associates and were indexed and cross-indexed for convenient reference by Mr. F. C. Sargent.

They were originally published in 1907 and from time to time thereafter, corrections and supplements were issued.

In 1911, it was found that while the majority of the rules issued in this manner were still perfectly good, there were many which had been rendered obsolete by changes in conditions and practises.

A complete revision was undertaken but because of the magnitude of the task, no complete and up-to-the-minute guiding policy has yet been printed.

The Tenney Service Association is now committeed to the task undertaken at one time or another by many of us,—to bring these instructions into usable form.

Some of our companies, feeling the need of formal instruction on certain matters have started a series of their own. These are much better than none at all, but their great disadvantage is that other Companies may not operate along the same lines and widely divergent methods and practises develop.

This tendency results in considerable loss of time and effort for those who may be concerned in the affairs of more than one company.

It is not to be inferred that Local Instructions have no value. On the contrary they are expected to deal minutely with the details on which the success of the given company depends.

Their greatest value is appreciated when all companies, by a method of exchange, not yet devised, may profit by one another's experiences.

Lest there may be some apprehension on the subject it is well to explain at this point, that the interpretation of instructions of this

character must be accompanied by the use of common sense.

In fact, if necessity requires, no man should hesitate in the infraction of any rule providing he can show good reason for so doing.

As has been indicated their purpose is more particularly to provide guides and precedents *to be followed in normal cases.*

Gas Companies, in common with most industrial concerns, have completely departmentalized organizations.

In a local gas company the fundamental division seems to comprise the following groups:— Works, distribution, accounting and new business.

Sometimes, in the larger companies, these groupings are subdivided to relieve individuals of responsibility and to increase the efficiency of the whole.

In smaller companies it is often found that one man has to spread himself sufficiently to assume the details of all the groups.

The order in which these groups are named does not indicate their relative importance to the Company welfare.

The question arises often and has been a matter of more or less acrimonious debate, as to which is the most important department in the organization. Only a moment's thought is required to show clearly that each department is so completely dependent on all the others that no one grouping stands pre-eminent.

In order that Companies may operate efficiently and economically, meetings of individuals in charge of each department should be held, at least once a week. This practise gives opportunity to straighten out tangles, keeps co-operation alive by keeping each department interested in what the other may be doing and more important than all else may provide a panacea for the man who suffers from a chronic grouch.

The form which these meetings take depends on the character of the organization and the problems to be solved.

Then, in turn, it is necessary, especially in the larger companies, for the department heads to have frequent meetings with foremen and the persons who actually do the work. This should be made a practical demonstration of our idea that intelligent co-operation is possible only where the relation of the parts to the whole is understood.

(To be continued)

EPITAPHS IN THE CEMETERY OF FAILURES

He looked into the Barrel of the Gun of Opportunity and Didn't know it was Loaded.

Became Unconscious from an Overdose of Inertia and never Recovered.

Jumped into the Sea of Competition without Knowing How to Swim.

The Serpent Procrastination darted its Poisonous Fangs into Him.

He went into the Battle for Success without Arms or Ammunition.

His Bluff Exploded without Warning.

Operated on by Doctor Results and Could not Survive the Operation.

His Competitor Stabbed him with the Knife of Efficiency.

The Gas of "What's the Use" Asphyxiated him.

Tuberculosis of the Will Power Did for Him.

When the Engine of Progress

Blew the Whistle he wouldn't get off the Track.

While out Joy Riding in the Late-Hour Automobile, the car Skidded and it was Good Night.

Tickled the Hind Feet of the Mule from Missouri.

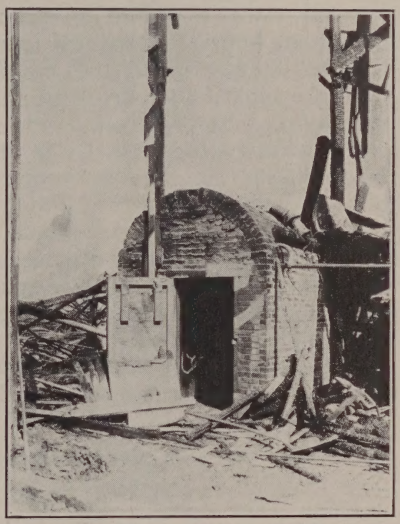
When Confronted by some Real Work, his Heart Suddenly Stopped Beating.

RECENT FIRE AT REVERE BEACH

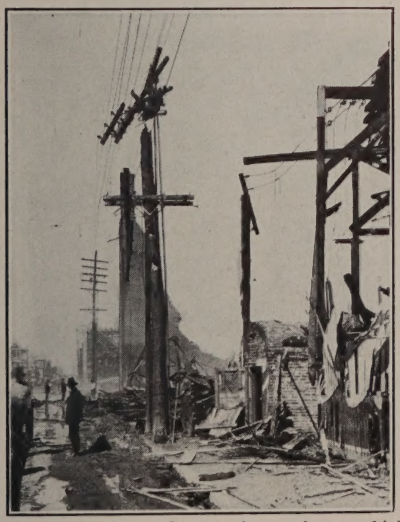
By C. F. Chisholm, Manager Suburban Gas & Electric Company

What proved to be the most disastrous conflagration ever in Revere occurred on Wednesday morning, August 28th, 1918. The alarm was sounded about 4.20 A. M. and Boston and Maine trains passing through Revere from Lynn blew their fire signals. For miles around huge flames could be seen leaping in the sky, and from a distance it seemed as though the entire beach was enveloped in flames. Almost instantly people living in that vicinity were making preparations to leave their homes.

Everyone who has visited Revere Beach knows that the amusement places, with few exceptions, are but lightly constructed buildings. This is especially true of the scenic railways, for though they might be well constructed as far as safety is concerned, their framework and large openings are but claws to the flames of a surging fire.



Transformer House which supplied Nautical Gardens with light and power.



This picture shows the transformer house which supplied Virginia Reel, River of Doubt and other small concessions.

As yet, the cause of the fire has not been determined, but it is certain it started underneath the Virginia Reel in a side show of Trained Monkeys. The flames spread quickly over the framework of the Virginia Reel and although there was a brick wall eighty feet (80′) high between this building and the Nautical Gardens, and the Fire Department did everything possible to check the fire before reaching "The Pit," the flames from the top of the railway encircled the wooden tower of the Nautical Gardens and soon this famous amusement place was a mass of fire.

"The Pit" was an exceptionally fine structure, built of hard pine at a cost of about $200,000. No sooner was the first tower on fire than the flames burst into the magnificent ballroom which, of course, was an open hall and gave wide range for the flames until they reached the extreme end of the building. Within half an hour the Nautical Gardens was a heap of charred wood. Even the eighty foot fire wall fell piece by piece to the ground.

The Metropolitan Hotel was the next building to become the prey of the devouring flames. Although this building is separated from "The Pit" by an opening of at least thirty feet (30′), it quickly became ignited and in about twenty minutes was completely burned.

While the fire was raging along the boulevard, it was also spreading steadily along Ocean Avenue, a street which runs parallel to the boulevard. The Garland Hotel, several stores and four or five houses were within the bounds of the fire. With assistance from neighboring cities, the fire was practically under control at 8 A. M. Although the financial loss—estimated at about $500,000.00—may be great, a greater loss was sustained when Captain Borden of the Revere Fire Department lost his life in this terrible disaster.

The only buildings which proved fireproof and which endured the intense heat were the transformer houses built beneath the Nautical Gardens and the Virginia Reel on Ocean Avenue. When these buildings were being erected our Company felt that the transformers, wires and meters necessary to convey current for the operation of motors and lighting purposes

Line Construction Department starting to replace a number of poles along Ocean Avenue.

should be protected from fire. The owners, however, did not think there was any danger of fire and could not understand why such expense should be incurred for the erection of transformer houses. After much persuasion, we finally convinced the proprietors that it was almost imperative that these electrical contrivances be placed in fireproof buildings. From the accompanying photographs it can be seen that these two transformer houses have stood the test and even after the terrific fire and the intense heat, the transformers and meters contained therein remained intact.

Several electric arches on the boulevard in front of "The Pit" were partly burned and it was necessary to replace six poles on Ocean Avenue and 6,895 feet of primary and 1,000 feet of secondary wire. In the entire burned area sixteen electric meters and twenty gas meters were destroyed by fire.

Too much praise and thanks cannot be given to the men in our Gas and Electric Departments who worked steadily from early morning. Under the direction of Mr. Chisholm and Mr. Gardella the Line Construction Department started work about eight o'clock to replace poles and run new wire. Every available man at our Plant was at the scene and willingly and courageously did his share to get the lighting system in working order with the least possible delay. We appreciated very much the assistance given by Mr. Kingsley of the Salem Electric Lighting Company and Mr. Brown of the Malden Electric Company who sent several men to help in this work.

MAKE IT YOUR BUSINESS!

Quite a large number of men indulge in the expectation or hope of entering business for themselves some day.

Are you one of this category? If such is your ambition, it is well for you to realize that you are already in business for yourself; if you are not, then you never can be, and you'd better look around for an Old Folks' Home at reasonable rates for the future!

Your present work is business, differing only in degree from that of the man for whom you are working. If you haven't the clearness of vision to realize this, then you'll lack that mental agility necessary to the operation of the business to which you aspire. If you can't succeed in your present work, how can you expect to keep the sheriff away in a bigger business?

It is all a matter of selling, and if you can't sell your services to good advantage now you can never succeed in the more difficult task of selling goods to the public.

If you cannot finance yourself with your present income, and can't earn more, how do you expect to master the more intricate problem of financing the kind of business you're after? If you can't control your expenses, extravagance, and waste now, you'll do well to give up all hope of operating any profitable business.

The man who cannot improve himself cannot improve his store; and if you fail to keep up with the newest ideas in efficiency now, you'll never catch up. If at present you are not a capable and efficient employee, you'll never succeed as a merchant, because he is employed by hundreds and thousands—by that most exacting of all employers, the Public.

WAR SAVING STAMPS

Buy War Savings Stamps

You all know that War Savings Stamps are the best and most convenient of Government Securities; that they are easily purchased at any time from any Post Office, and numerous local agents, as well as the General Office of this Company; that they bear 4% interest, compounded quarterly; and that, if necessity requires, they may be redeemed at advanced value.

If, with this knowledge, you are not purchasing them as regularly as your means allows, think the matter over carefully and discover the reason. In many cases failure to purchase is due to irregularity in buying. Purchasing Thrift and War Savings Stamps is a habit; and those who are wise enough to join War Savings Societies in which they purchase stamps at regular periods cultivate this desirable habit rapidly.

In purchasing Thrift and War Savings Stamps, you are not only making the safest and best investment possible for yourself, but you are supporting your government by loaning it money with which to supply food, clothes, arms and munitions to your men in the service on land and sea, who are risking their lives to protect you from the ravages of invasion and make it possible for you to earn your present income.

These War Savings Stamps were issued for the purpose of allowing each and every American to become a real factor in the war. They are issued in small denominations that they may be within the means of persons of small earnings and yet not beneath the dignity of people of large incomes —the intention being that each and all shall purchase according to his means—but, in order to prevent large groups of capital from absorbing the issue, the limit of 200 stamps was placed for the ownership of any one individual.

No one knows what will happen after the end of this war. No one knows what conditions may confront the labor market when peace is restored. There will be great changes in the readjustment of industrial conditions and large numbers of returning soldiers will have to be absorbed into labor; undoubtedly preference in their favor will be made as it always has been in the past.

While these adjustments are taking place it is the wise wage-earner who will be secured by having as much as possible tucked away in government funds. Cultivate to the best of your ability the habit of purchasing War Savings Stamps and its resultant habit of thrift, and to the limit of your resources.

BUY WAR SAVINGS STAMPS!

INTERESTING THE EMPLOYEE

Contributed

Much is and has been written of late in the various trade papers and magazines in regard to the education and training of men to fill better positions. Welfare work to interest the employee in his work that he may understand it better and be a better investment for the company that has him on the payro'l has been largely augmented by

the advent into the field of labor of the "Employment Manager" so termed. His duties are legion so to speak because he is one of the products of "Big Business."

His main duty is however to fit the right peg in the right hole and not have a square peg in a round hole, to use an old-fashioned expression. This can only be accomplished by team work or to use the old time worn and overworked word Co-operation between the Employment Manager and the various foremen or heads of departments.

The large labor turn over as well as the scarcity of skilled men has been mainly responsible for the creating of this comparatively new field for men who knew and liked their fellow man and who could see the other fellow's viewpoint as readily as they could see their own. Their position requires initiative and they in turn look for it in others with a view to future needs of men to fill positions as Foremen or other positions of responsibility.

The man who has initiative, who can think for himself, who can do things well, he is the man that is wanted today, even more so than he was yesterday, on account of the large numbers taken from the industrial ranks by the creation of a large army to prosecute the war. The way to keep men of these qualifications in an organization is to offer them advancement along the line of better positions, or in other words promotion. The one thing that is an incentive to the child in its school days is the promotion that is coming at the end of the term and this is true of this same child later in life when it comes to the age of manhood or womanhood, it is continually striving for to reach the top and each step upward is a spur to greater things. It is true that there will always be the drone in the hive and that party will always be with us, and no bonus system or any other system will ever change his or her characteristics. The person who thinks and acts however is the man who appreciates promotion, and were this principle carried out in times past to a greater extent the labor turn over would be considerably lessened and perhaps the Employment Manager would have never have come into being.

The key to real efficiency lies in this feature of the appreciation of real effort, and while promotion may come too slow for the man and he may seek it elsewhere, the organization has benefited by the fact that he has made himself better and had opportunity offered would have been able to fill a higher position.

Many of the people I have talked with, in fact mostly all of them, I have found are ambitious for greater things and almost always I have found that the monetary consideration was secondary to the chances for improvement and advancement. Is this not true Reader? Haven't you believed the same as I, that there is always more room at the top?

HAVE THIS PRINTED AND KEEP IT POSTED IN YOUR GARAGE

(*Engineering News-Record*, Sept. 29, 1917)
Contributed by F. C. SARGENT

As many contractors are large operators of both trucks and passenger cars, it may not be amiss to quote a few of the suggestions

circulated by the National Automobile Chamber of Commerce. Those which might with profit be posted and enforced in contractors' garages follow:

1. Do not use gasoline for washing or cleaning—use kerosene to cut the grease.

2. Do not spill gasoline or let it drip when filling—it is dangerous and wasteful.

3. Do not expose gasoline to the air—it evaporates rapidly and is dangerous.

4. Do not allow engine to run when car is standing. Most cars are fitted with self-starters and it is good for the battery to be used frequently.

5. Have carburetors adjusted to use leanest mixture possible—a lean mixture avoids carbon deposits.

6. See that piston rings fit tight and cylinders hold compression well. Leakage of compression causes loss.

7. Stop all gasoline leakage. Form the habit of shutting off gasoline at the tank or feedpipe.

8. See that all bearings run freely and are well lubricated—friction consumes power and wastes gas.

9. Protect the radiator in cold weather—a cold engine is hard to start and is short in power.

10. Keep tires fully inflated—soft tires consume power.

11. Do not drive at excessive speed. Power consumption increases at a faster rate than speed. Every car has a definite speed at which it operates with maximum fuel economy.

12. Change gears rather than climb hills with wide open throttle—it saves car and gas.

13. Do not use cars needlessly or aimlessly.

ARE YOU STALLED ON THE GRADE?

"No hill too steep, no sand too deep," is an automobile slogan.

Yet you, a human machine, strike a little grade "on high" start to "lug," shift into "low," and finally stop.

Others before you have made that same grade "on high" with no better start than yours.

Are you going to say, "I can't make it," and let that God-given machine go to the junk heap?

What's the matter?

Here's the trouble: you haven't filtered your fuel.

And just as sure as the gas engine will refuse to work with a dirty carburetor, your machine—you—will stop because of a dirt-clogged brain.

Clean it out!

Polish it up!

Use your eyes and ears only for mind-broadening, idea-producing things.

You won't need a "Gear Shifter."

You'll have only one speed: "high!"

TENNEYGRAMS

HAVERHILL ELECTRIC COMPANY

W. F. O'REGAN, Correspondent

We are glad to report that the vacation season is about closed with no serious heart trouble affecting any of our employees. Well, the moon hasn't been very good for the last few months, anyway, and you know, girls, that a good moon is really necessary.

If anyone should take a trip through our Power Plant these days, they would think they were on the Western Front. A hole here and another there only serves to make it more realistic. General Day is in command on the Water St. Front, and is conducting a brilliant offensive on the old turbine foundation.

Jim Frank has returned after a pleasant vacation spent with his family at Ossippee, N. H., and from his looks, I would recommend Ossippee as a good vacation resort. No, I don't get anything extra for advertising this resort.

Cliff Gordon went on an auto tour covering one thousand miles on his vacation, and I am glad to say he didn't lose any rear wheels this time.

Fred Monteith and Ed. Trull sojourned at Plum Island and Claf and Everett Hovey spent a pleasant time at Lake Attitash. Ask them about the fish—and other things.

Got a letter from Dan Hegarty, our former crane operator. He is now on the Western Front, beating the Huns into submission. If he does as good a job as he did on the crane, we look for a speedy termination of the war.

Miss Prendergast, of our office force, is very much interested in the Navy these days. We will admit he looks fine in uniform.

Gentle reader, do you think that piscatorial pursuits are conducive to mendacity?

If you don't, just have Geo. Hurn, Fred Hall, and Jim Frank tell about the Bass and other kinds of large man-eating fish that nearly pulled them out of the boat.

Very soon, we will be hearing of the big fox or some other kind of animal or bird that some fellows just missed when out gunning. Well, the older we get, the bigger they get. What gets bigger? Oh, let us stop here.

Famous Last Line

"Conservation will win the war."
—Hoover.

MALDEN ELECTRIC COMPANY

On September 14th, an event took place in Malden which will be remembered by all office employees of the Malden Electric and Gas Company. Miss Purdon and Mr. Arthur White were, (we cannot say quietly married), but were married at the Episcopal Church. The employees of the Gas and Electric Office attended the ceremony in a body Mr. and Mrs. White expect to be away for a month. At the end of that time we hope to have Mrs. White with us again as Electric Demonstrator.

General Bliss was severely wounded in the last battle. Owing to the strict censor of all accurate information, we are unable to give the location of this battle. Mr. Bliss was wounded in the limb. We hope for his speedy recovery.

As a squash raiser, Mr. Brown has demonstrated his ability to raise 55 pound squashes without taking any time off. Mr. Brown has exhibited several species of squashes, names not known by the writer, which weigh from 20 to 40 pounds.

It has been noted that Manager Day's new shoes are of the army type. Whether this means anything we do not know.

MALDEN & MELROSE GAS LIGHT CO.

Miss M. S. Purdon, Correspondent

The Gas Water Heater business is being taken care of now by the Stack Heater Company of Boston. They have desk room in the Gas Appliance Department. Mrs. Sophie Wholly is looking after their interests here, as Chief Clerk.

Miss Mildred Parker, Asst. Teller, has left the employ of this Company and is now working at the First National Bank of Boston.

Mr. C. N. Alexander, former Office Manager, has been promoted to Office Manager of the Boston Office. It is not necessary to say that we miss his cheerful smile. "Aleck" was a good scout and always ready to help. We feel that the Boston Office is fortunate.

Mr. H. P. Knowlton has been promoted to the position of Office Manager and Miss Evelyn Stokes to Chief Clerk. We all wish them success.

Miss Myra Forsythe of the Book-keeping Department certainly stole a march on us all when on August 21st, she was quietly married to Mr. Benj. Thurman, who is stationed at the Harvard Radio School. It happened that Mr. Thurman called at the office for his bride last Monday evening and we were all ready for them both and showered them with confetti and plenty of good wishes.

Miss Marion Southwick, Order Clerk in the Information Department, is to leave us on Sept. 7th, to attend a boarding school in New Hampshire. We wish her the very best success.

Miss Prescott succeeds Miss Southwick.

Miss Bangs, Information Clerk, has returned from a pleasant vacation spent at Onset.

WOMEN METER READERS

During the past year our meter reading department has been changed considerably due to the

war. Four of nine men have entered the service, one in the Navy, one in the Army and two lately for Special Service. Due to these changes and further effects of the selective draft, it was decided to employ women in our meter reading force.

In the middle of July three women started the work and while due to warm weather and the incidents of meter reading such as walking, climbing up ladders and up and down stairs the women did not equal the record of a man, they showed they could complete the work required and render needed assistance at a busy time.

During August, when we changed the rate wheel gears in over 21,000 coin meters, the women afforded service in this work which otherwise would have required additional male help which is scarce. Also we were not obliged to ask for transfer of help from our Distribution Department which they could not spare without delaying their many orders.

This class of work opens a new field of employment for women. The results, thus far, are encouraging.

MONTPELIER & BARRE LIGHT & POWER COMPANY

Miss Esther Niles, a 1918 graduate of Montpelier High School, has been added to our office force as clerk.

Clarence Gauthier, has resigned his position as office boy. His place has been filled temporarily by Nelson Blomfield.

Richard Barber has entered the employ of the Company at Montpelier and will be employed delivering bills. Louis Veale has also entered our employ to deliver bills at Barre.

George H. Clogston, who resigned his position as meter reader, a few months ago, has again entered our employ in the same capacity, succeeding Albert Morton who has left our employ to seek another position.

The office force recently enjoyed a corn roast at the home of Miss Bernice Pembroke, Clerk at the Works Office. The party journeyed in automobiles to the Pembroke farm where an abundance of corn, sweet potatoes, and marshmallows was roasted. The party returned to Montpelier after a very enjoyable time.

PEOPLE'S GAS & ELECTRIC COMPANY

M. M. Borden, Correspondent

A change has been made in the closing of our office on Saturday. We now close at 5.30 P. M. instead of 9.30 P. M.

During the months of August and September we had visits from Mr. I. S. Hall and Mr. A. W. Carey.

A large increase in gas sales is expected, due to present plans at the base hospital at Fort Ontario which call for thirteen hotel ranges, each consuming a total of 215 cubic feet of gas per hour.

Mr. Windsor M. Borden, Mr. Edw. A. Keenan, Mr. Chester M. Jermyn, Miss Grace Ten Broeck and Miss Della Tillema are again on duty, having spent pleasant vavations out of town.

The marriage of Mrs. Jane O. Blodgett, formerly our ledger clerk, to Dr. Harold S. Slocum, occurred on July 27th, 1918. Dr. and Mrs. Slocum will make their home in Detroit, where Dr. Slocum is in practice. Members of the Peoples Gas & Electric Company presented Mrs. Blodgett with a beautiful mahogany tray.

It was with profound sorrow that we learned of the death of our Collector, Mr. Thomas P. Crimmins, on August 25th, 1918. Mr. Grimmins was for a number of years a faithful employee of this Company.

SUBURBAN GAS & ELECTRIC COMPANY

ALICE M. BARRY, Correspondent

Due to the fact that several men have been called "TO THE COLORS," there have been a number of changes in our office force during the past three months. A. N. Lattie, former Office Manager, left the employ of this Company to accept a position with The Charles H. Tenney and Company, Hampton Roads, Virginia, doing government work. H. W. Carver, Chief Clerk, has been promoted to Acting Office Manager.

Mr. Walter H. White of Auburndale succeeds Mr. Carver as Chief Clerk and Miss Mahoney of Somerville has joined the office force as Teller. This position was formerly held by Salvatore Paone, now at Camp Devens, Ayer, Mass. Several other additions are Miss Kathryn Robinson as Clerk, Mr. Wm. E. Wood in the Gas Department and Mr. Raymond Sutcliffe in the Electric Meter Department.

With the exception of Mr. Carver all the employees have had their annual vacation. Everyone had a fine time—thank you.

There is no question but what the City Officials are most appreciative of any assistance which we render them. Mr. Chisholm recently received the following letter from Mayor Hall:

July 20th, 1918.

MY DEAR MR. CHISHOLM:—

I wish to thank you and the Suburban Gas and Electric Company for the courtesy you have shown the City so often during the past two years. You have helped us out many times with our schemes of decoration for the City.

I want especially to thank you for the work done yesterday with the flags in front of the City Hall. I appreciate how much time it took and how valuable that time is to you, and I can only say that I am grateful to you. I think the flags are a pleasant sight and will help to cheer our boys as they assemble in front of the hall preparatory to their trip to the various camps.

Yours very sincerely,

(Signed) ALFRED S. HALL, *Mayor.*

E. R. MacCarthy, formerly employed as Foreman of the Gas Main and Service Departments, has been commissioned a Second Lieutenant and reported at Camp Jacksonville, Florida, about August 24th.

Mr. Frank volunteered his services at the Registration Booth, Revere Beach, on Thursday, September 12th.

Up to date we have sold about $130.00 worth of Thrift Stamps among our employees.

Probably all our employees are not aware of the fact that we have a professional dancer in our midst. On Thursday evening, September

12th, a dancing contest was held at the Crescent Gardens Ballroom in which thirty couples participated. Miss Mary Sweeney, our Order Clerk, and her partner were the successful winners and will enter the final contest in October.

SALEM ELECTRIC LIGHTING COMPANY

F. E. Sawyer, Correspondent

On Sept. 1st, 1917, we increased our Power Rate one-half cent, and on Sept. 1st, 1918, we increased our Power Rate another half cent, making a total of one cent increase to our Power Rate over what it was previous to Sept. 1st, 1917. We have also increased our Lighting Rate one cent per K. W. H. net.

We have hung a large Service Flag in our office extending over the middle of the counter containing 14 stars which attracts much attention and makes us all feel a thrill of patriotism when we look at it, and we think of the boys at the front who have left us.

We were pleased that our Correspondent received the prize for the cover for the last issue of the magazine. This was enlarged from a snapshot taken at Pensacola, Florida, just as Lochman had landed after a hike in the air.

On Tuesday, Aug. 27th, our K. W. H. output was 120,000, the largest in the history of the Company to that date.

Our net power gain for August was 121 H. P., making a total connected load of 12,385 H. P.

Mr. Everett Neagles, Engineer, is on the sick list with a boil and a carbuncle on his right knee. We are glad to report he is getting better and able to get out with the aid of a cane.

Miss Ruth Pitman, "Office Boy," has left the employment of the Company to complete a course in the State Normal School, Salem. We wish her good luck.

It is with sincere regret that we announce the death of Francis L. Stanley, the oldest Electric Contractor in Salem. The relations between this Company and Frank have been very pleasant and profitable and he will be greatly missed among the business men not only of Salem and in Peabody where he did a large business in the factories, but in other surrounding towns.

The new magnetite arc lamps that are to replace those that have been in use for the last two years are being installed and this work will be finished within a few days.

Buying Next Winter's Coal

I find to get
  Next winter's coal
I've got to sign
  Away my soul.
I first must vow
  In printed form
That I've a house
  That I would warm,
And take an oath
  I'm putting in
No more than will
  Fill up the bin.
And swear by all
That's good and true
I haven't hid
  A ton or two.

Charles H. Tenney & Co.

American Blaugas Corporation, New York, N. Y.
American Tar Co., Boston, Mass.
Barre and Montpelier Traction and Power Co., Montpelier, Vt.
Bituminous Road Implement Co., Boston, Mass.
Boston Electrolytic Oxygen Co., Boston, Mass.
Concord Electric Co., Concord, N. H.
Eastern Massachusetts Electric Co., Boston, Mass.
Exeter and Hampton Electric Co., Exeter, N. H.
Exeter, Hampton and Amesbury Street Railway, Hampton, N. H.
Exeter Railway & Lighting Co., Exeter, N. H.
Fitchburg Gas and Electric Light Co., Fitchburg, Mass.
Haverhill Electric Co., Haverhill, Mass.
Malden Electric Co., Malden, Mass.
Malden and Melrose Gas Light Co., Malden, Mass.
Montpelier and Barre Light and Power Co., Montpelier, Vt.
North Boston Lighting Properties, Boston, Mass.
Peoples Gas and Electric Co. of Oswego, N. Y.
Penacook Electric Light Co., Penacook, N. H.
Rockland Electric Co., Closter, N. J.
Rockland Light and Power Co., Nyack, N. Y.
Salem Electric Lighting Co., Salem, Mass.
Springfield Gas Light Co., Springfield, Mass.
Suburban Gas and Electric Co., Revere, Mass.
The Bristol and Plainville Tramway Co., Bristol, Conn.
The West Gas Improvement Company of America, Boston, Mass.

TENNEY SERVICE ASSOCIATION

OFFICERS 1918-1919

C. R. HAYES
President

L. J. CHASE
Vice-President

PALMER YORK
Secretary

C. E. PAIGE, Chairman Committee on Policy and Management

W. H. BRADLEY, Chairman Gas Appliance Committee

J. T. DAY, Chairman Electric Appliance Committee

JOHN WEST, Chairman Committee on Rates